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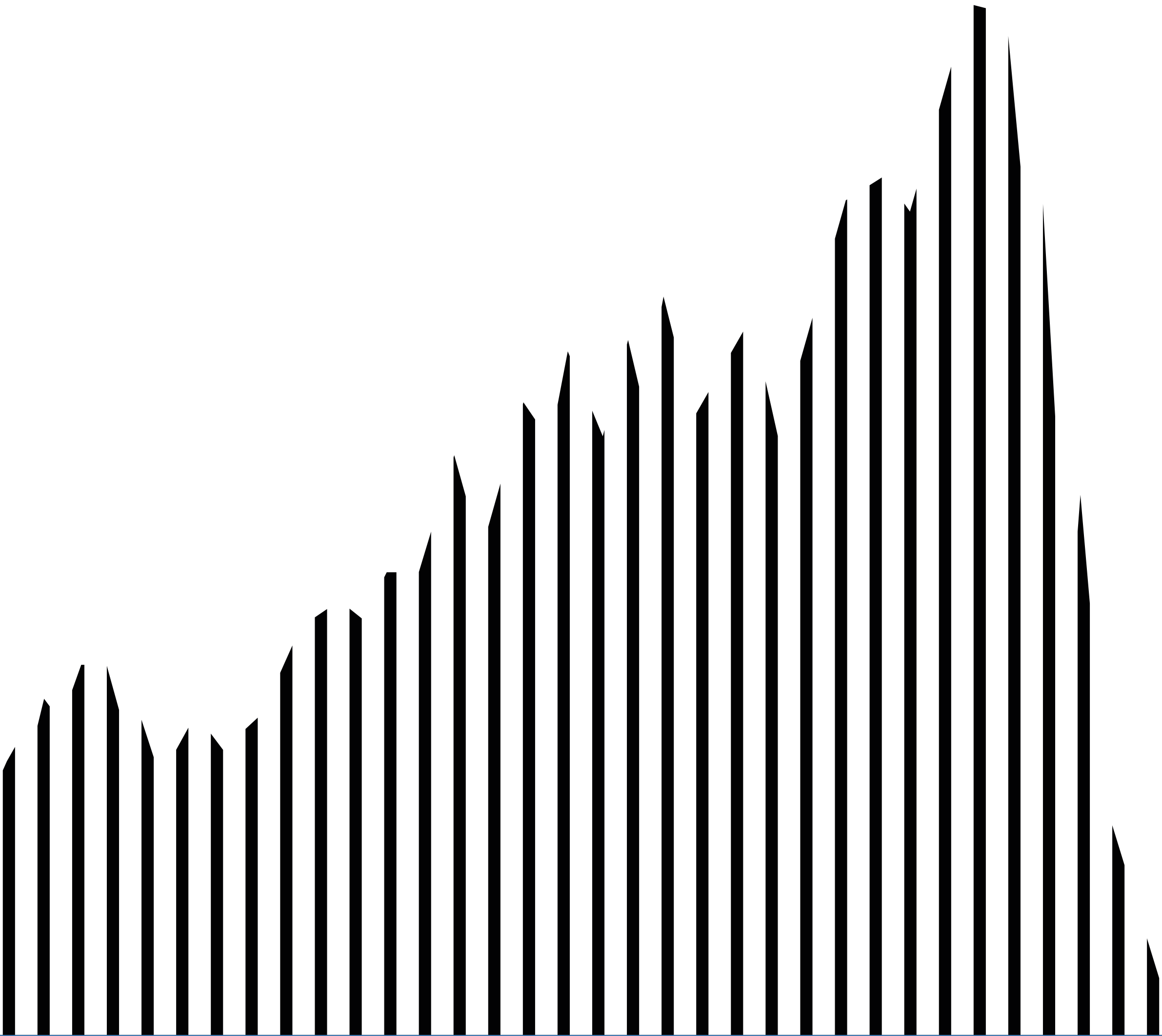
MARKETING SCIENCE & INSPIRATIONS



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PUBLICITY AS A TOOL OF PR ACTIVITIES WITHIN CSR CONCEPT IN FOOD ENTERPRISES IN SLOVAKIA

Paper points at the publicity as a tool of public relations (PR) within CSR concept in the practice of food enterprises in Slovakia and analyzes its use in terms of foreign participation, production focus and size of enterprises and subsequently evaluates the benefits of using publicity as a tool of PR within CSR concept. The actual research was implemented in 125 food enterprises. When processing the statistical data, we have used several methods of statistical evaluation, as the frequency and contingency tables, the absolute and relative frequencies, χ^2 test of good agreement, Likert scale, Cramer's V Coefficient and Kruskal-Wallis test. The results of the research confirmed that the publicity as a part of PR within CSR concept in the practice of analyzed food enterprises is primarily focused on building the reputation of the company. Conclusion of the submitted paper offers the most important results of research with aim of practical application in food enterprises.

Introduction ——— Corporate social responsibility (CSR) is a continuous act by business entities to contribute to economic development while improving the quality of life, labour force as well as the whole society (Lee 2015). The CSR has a positive impact on both market and society. It is well known that CSR programs help improve the reputation of the company (Janková et al. 2016, Džupina 2016). The CSR of companies provides an advantage or opportunity in improving the morale, relations and retention among the employees of the company. CSR strategies usually refer to recyclable packaging, promotion of social awareness and portions of profits for charitable groups. It goes hand in hand with social responsibility practices like ethical behaviour. Administrators, executives and stakeholders are also influenced by the corporate social responsibility. Corporate social responsibility in events is truly impactful and innovative. CSR is gaining an increasing importance, acceptance and application in the business practice. It is also about understanding the company, its activities as an integral part of the whole society and the life of the company as a whole (Horská et al. 2010). Economic efficiency, social involvement in the community and environmental responsibility are reflected in triple bottom line or 3 P- People, Planet, Profit (Catherwood 2005). Creating an effective marketing strategy according to current trends is a key process needed to achieve sustainable growth that can result in attracting a great number of existing as well as potential customers (Ližbetinová et al. 2019). Marketers must make sure that their messages of offensive nature are properly compensated, are not too aggressive, and do not prevail in their communication style (Sieglova 2019). One of the most important ways to show the community company´s attitude towards CSR concept is using the publicity as a tool of public relations.

Public relations in the food enterprises ——— Modern technologies that lead to „global downsizing“ in food businesses have resulted in increasing the sophistication of marketing and public relations methods practically throughout the world (Ries et al. 2009). Global food suppliers, such as Pepsi or Nestlé, are looking for local marketing partners with whom they work in their home markets. This extends the use and understanding of modern marketing tools in the world. Many business conglomerates have developed their own worldwide network of advertising and PR agencies that support both multinational and local clients. This provides several possibilities for the use of PR for food enterprises seeking to enter foreign markets (Přikrylová and Jahodová 2010). Alongside the globalization of food producers, the globalization of marketing communication service providers, including PR, is progressing rapidly. It is expected that in the near future there will be only a few dominant brands of food and beverages that will support only a few dominant advertising and PR agencies in the media. However, regional products will, of course, remain in place, with some products predestined to remain a regional commodity due to problems with their distribution or their potential mass production (Hes at al. 2009).
When food enterprises decide to use public relations to promote their products, whether on the domestic market or abroad, they must bear in mind one thing: public relations do not exist and do not work under vacuum. The boundary lines between the elements that make up the communication mix disappear, and it is much more common to realize public relations in parallel with other elements of the communication mix, thereby creating integrated marketing communication. Such symbiosis is observable in all sectors of the economy. As the budget for a marketing campaign decreases, public relations play an increasingly important role in the marketing mix. This is doubly true in food businesses (Kádeková 2014). The future of public relations in food businesses will be influenced by several factors – the ongoing „shrinking“ of the world due to new technologies, globalization, „tabloids“ or lowering the professional level of media, reducing public confidence in institutions in general, and strategic needs of a particular company. However, it remains true that any trade in a democratic society begins and ends upon its acceptance and approval by the public. Therefore, the honesty must be the cornerstone of the business strategy (Kotler et al. 2007).

Publicity and its importance in the formation of public opinion ——— PR is a science of how to create and influence public opinion. Its main means are the media. One of the basic principles of working with the media is to provide interesting information to journalists, who then decide independently whether to publish it or not. Such information also enjoys incomparably greater public confidence than direct advertising (Huges 2006). Publicity in public relations is an in-house, active approach of every company, where journalists are informed in advance by the company itself. This prevents inaccurate information damaging the company's reputation (Raaij et al. 2011).
A wide range of tools can be used to use the publicity: press releases, promotional materials, press kits, internet, information e-mails and newsletters, press conferences and receptions, round tables, journalists invitations to business partner conferences, domestic or foreign excursions, lectures, seminars and, last but not least, interviews. The materials intended for journalists must be professionally prepared, elaborated in a journalistic style, accurate, up-to-date, comprehensible and valuable. The most commonly used are press releases and expanded press information (Caywood 2003). Identifying key journalists and developing personal contacts with them is necessary to create high-quality media relations in order to achieve the desired publicity. Creating personal contacts with journalists takes a lot of time and effort but is a long-term investment in the development of the image and reputation of the company (Sietel 2001). Any evasive attitude towards journalists is inappropriate, the worst attitude is not to communicate at all as the attitude of the company to the media should be proactive. The PR specialist must be an excellent diplomat (Caspermedia 2012).
The company website is an important source of information. Information for journalists should be made available at the first level and in particular the contact for the media relations manager,

including the e-mail address and telephone number, should be published as well (Czinkota and Ronkainen 2007).
Spontaneous publicity in the media is an effective and inexpensive form of company communication. Spontaneous publicity in the news can indicate the strength of the brand. Mentioning the company or brand in the case of spontaneous publicity is not paid and the target will meet it in the natural environment (Kádeková 2014). Publicity can be ensured by well-founded analysts, or generally known data on consumer topics are published. Media coverage can give a more accurate picture of the business or brand position. Whether spontaneous publicity is truly objective cannot be assessed. It often happens that a market leader in a particular segment is not only the largest payer of ad space, but also has the best numbers in spontaneous publicity that is not paid (Kotler et al. 2007).
Nowadays, businesses are facing a number of challenges due to the dynamic environment. Successful implementation of sustainable practices through entrepreneurial activities is crucial to a more sustainable economy (Lorincová et al. 2018).
In the case of publicity, establishing quality relationships with media representatives takes a lot of time and effort, but is a long-term investment in developing the image and reputation of the company, especially in communicating CSR concept-related activities (Mravíková 2009).

Aim and methodology ——— Aim of the paper was to point at the publicity as a tool of public relations (PR) within CSR concept in the practice of food enterprises in Slovakia and analyses its use in terms of foreign participation, production focus and size of enterprises and subsequently evaluates the benefits of using publicity in food enterprises with foreign participation and in the Slovak food enterprises (without foreign participation). We have evaluated just the activities that are part of CSR concept and later are communicated with public by using the media which makes it an effective tool for creating the image of the company as a part of public relations.
In order to find the solution of the given problem have been analysed information of using publicity as a part of PR in the practice of food enterprises. These data were important in terms of the initial analysis of the market situation.
Among 358 food enterprises listed in the official Business Register (note [1]), the questionnaire was sent to 230 ones in electronic form. The actual research was implemented in 125 food enterprises (Table 1).

Production Focus	Number of Enterprises
Meat and meat processing enterprises	29
Enterprises processing milk and dairy products	25
Pastry and flour manufacturers	22
Enterprises producing alcoholic beverages	15
Enterprises producing vegetables	14
Enterprises whose main activity is processing of confectionery	11
Enterprises producing soft drinks	9
Total	**125**

Table 1: Representation of enterprises involved in research by production focus
Source: authors

The representativeness of the sample number of food enterprises has been tested by χ^2 test of good agreement (Table 2).

Number of food enterprises (note [2])	358,00000
Result of the test	
Calculated value	16,05909
Table value	16,81298

Table 2: χ^2 test of good agreement – representativeness of sample – Number of food enterprises; Source: SOSR, Authors calculations, output XLSTAT

The issue of analyzing the use of publicity as a PR tool in the practice of food businesses in Slovakia and the resulting benefits is the subject of the following part.

In order to fulfil the given aim, following hypothesis had been defined:
Hypothesis 1: In the food enterprises with foreign participation, publicity as a PR tool within the CSR concept is used more widely (nationwide) than in food enterprises without foreign participation (Slovak food enterprises).
Hypothesis 2: The use of publicity as the PR tool within CSR concept differs according to production focus. It is used the most in the food enterprises producing non-alcoholic beverages and confectionery (nationwide), to the smallest extent (regional) is used in enterprises processing milk and dairy products as well as in meat and meat processing food enterprises.
Hypothesis 3: The use of publicity as the tool of PR within CSR concept varies in micro, small, medium and large enterprises, while publicity is most widely (nationwide) used in large enterprises.
Hypothesis 4: There is no difference in the perception of the benefits from using publicity as a part of PR within the CSR concept in the practice of food enterprises with foreign participation and food enterprises without foreign participation (Slovak food enterprises).

When processing the statistical data, we have used several methods of statistical evaluation, as the frequency and contingency tables, the absolute and relative frequencies, χ^2 test of good agreement, Likert scale, Cramer's V Coefficient and Kruskal-Wallis test (similar as in other related research by e.g. Bulanda et al. 2018, Kubicová et al. 2018, Predanocyová at al. 2018, Mach et al. 2018, Rybanská 2015, Rauová et al. 2018, Džupina 2016, Smutka et al. 2016, Polakevičová 2015, Kádeková et al. 2014 etc.).
Based on a comparison of the calculated values and test criteria we do not reject the null hypothesis; sample number of food enterprises is representative on the significance level alpha 0.01.

Results and discussion ———
• Analysis of preferred media as a tool of PR within CSR concept in the food enterprises with foreign participation and in the food enterprises without foreign participation (Slovak food enterprises)

Hypothesis 1: In the food enterprises with foreign participation, publicity as a PR tool within the CSR concept is used more widely (nationwide) than in food enterprises without foreign participation (Slovak food enterprises).
Initial analyzes revealed 75% share of food enterprises without foreign participation (Slovak

food enterprises) to 25% share of the food enterprises with foreign participation.
The analysis of the type of preferred media revealed statistically significant differences between the analyzed categories of enterprises. Table 3 shows the results of χ^2 contingency test to reject the null hypothesis of independence of the preferred media type, since the p value is less than alpha 0.05. In this case we can confirm the moderate dependence.

Chi-square (Observed value)	19,6210
Chi-square (Critical value)	3,8410
DF	1,0000
p-value	< 0,0001
Alpha	0,0500
Cramer's V	0,4220

Table 3: χ^2 contingency test results – kind of preferred media in food enterprises with foreign participation and Slovak food enterprises
Source: Authors calculations, output XLSTAT

Food enterprises with foreign participation prefer mostly nationwide media, while Slovak food enterprises prefer more regional media. Overall, when using publicity, the share of nationwide media is greater than regional media (Table 4).

Business category	Regional	Nationwide	Total
Food enterprises with foreign participation	9,677	90,323	100
Slovak food enterprises	57,778	42,222	100
Total	**45,455**	**54,545**	**100**

Table 4: Percentages of preferred media types in food enterprises with foreign participation and Slovak food enterprises
Source: Authors calculations, output XLSTAT

• Analysis of preferred media as a tool of PR within CSR concept in the food enterprises according to production focus

Hypothesis 2: The use of publicity as the PR tool within CSR concept differs according to production focus. It is used the most in the food enterprises producing non-alcoholic beverages and confectionery (nationwide), to the smallest extent (regional) is used in enterprises processing milk and dairy products as well as in meat and meat processing food enterprises.
We used the aggregation of enterprises according to a similar production focus for the purpose of better statistical processing, so that the individual groups of food enterprises were approximately the same numbers, as follows:
√ Enterprises producing alcoholic beverages
√ Meat and meat processing enterprises
√ Enterprises producing vegetables
√ Pastry and flour manufacturers
√ Enterprises producing soft drinks
√ Enterprises processing milk and dairy products
√ Enterprises processing confectionery

When analyzing preferred media types in specific food sectors according to production focus, statistically significant dependencies were found. This means that the individual sectors of the analyzed enterprises prefer different types of media to provide information about themselves. These facts are confirmed in Table 5, where the theoretical significance level is lower than the determined alpha significance level of 0.05. In this case, there is a moderate dependence between the different food business sectors and the preferred type of media.

Chi-square (Observed value)	22,960
Chi-square (Critical value)	12,592
DF	6,000
p-value	0,001
Alpha	0,050
Cramer's V	0,436

Table 5: χ^2 contingency test results – kind of preferred media in food enterprises by production focus
Source: Authors calculations, output XLSTAT

Food business sectors that prefer nationwide media include pastry and flour manufacturers, enterprises processing confectionery, alcoholic beverages and soft drinks. Their share ranges from 59.1% (for pastries) to 100% (for soft drinks). On the other hand, sectors which prefer rather regional media include enterprises processing milk and dairy products, enterprises producing vegetables as well as meat and meat processing enterprises. Their share ranged from 56.5% (for milk and dairy products) to 70.4% (for meat products). Overall, the share of preferred nationwide media represented 54.5% to 45.5% of regional media (Table 6).

Production focus	Regional	Nationwide	Total
Enterprises producing alcoholic beverages	13,3	86,7	**100**
Meat and meat processing enterprises	70,4	29,6	**100**
Enterprises producing vegetables	57,1	42,9	**100**
Pastry and flour manufacturers	40,9	59,1	**100**
Enterprises producing soft drinks	-	100,0	**100**
Enterprises processing milk and dairy products	56,5	43,5	**100**
Enterprises processing confectionery	36,4	63,6	**100**
Total	**45,5**	**54,5**	**100**

Table 6: Percentages of preferred media types in food enterprises by production focus
Source: Authors calculations, output XLSTAT

• *Analysis of preferred media as a tool of PR within CSR concept in the food enterprises according to size of food enterprises*

Hypothesis 3: The use of publicity as the tool of PR within CSR concept varies in micro, small, medium and large enterprises, while publicity is most widely (nationwide) used in large enterprises.

The analysis of this hypothesis was based on the basic division of enterprises by size: the decisive primary factor in determining the size of the company is the number of employees, followed by turnover as follows (Euroekonóm 2010):

√ Micro-enterprises: 1 – 9 employees; turnover ≤ 2mil. €
√ Small enterprises: 10 – 49 employees; turnover ≤ 10mil. €
√ Medium enterprises: 50 – 249 employees; turnover ≤ 50mil. €
√ Large enterprises: 250 and more employees; turnover > 50mil. €

The size of the enterprise, as measured by the average number of employees, has an impact on the preferred media type. This is confirmed by the results of the χ^2 contingency test, where the calculated theoretical significance level is less than the determined alpha significance level of 0.05. Based on the value of the contingency coefficient, we can confirm a strong dependence between the preferred media type and the size of the enterprise (Table 7).

Chi-square (Observed value)	54,8860
Chi-square (Critical value)	9,4880
DF	4,0000
p-value	< 0,0001
Alpha	0,0500
Cramer's V	0,6740

Table 7: χ^2 contingency test results – kind of preferred media in food enterprises by size
Source: Authors calculations, output XLSTAT

Table 8 provides detailed information on the percentages of preferred media types classified by enterprise size categories. Food enterprises with an average number of employees less than 10 (micro-enterprises) use only regional media. With the size of the enterprise, the share of regional media is declining, while the share of using nationwide media is increasing with the size of the enterprise.

Number of employees	Regional	Nationwide	Total
Less than 10	100,0	-	**100**
11-49	81,0	19,0	**100**
50-249	34,8	65,2	**100**
250-500	11,1	88,9	**100**
More than 500	5,9	94,1	**100**
Total	45,5	54,5	**100**

Table 8: Percentages of preferred media types in food enterprises by size
Source: Authors calculations, output XLSTAT

• *Analysis of the contribution of publicity as the tool of PR within CSR concept in food enterprises with foreign participation and food enterprises without foreign participation (Slovak food enterprises)*

Hypothesis 4: There is no difference in the perception of the benefits from using publicity as a part of PR within the CSR concept in the practice of food enterprises with foreign participation and food enterprises without foreign participation (Slovak food enterprises).

√ Analysis of the contribution of publicity as the tool of PR within CSR concept in food enterprises with foreign participation

For food enterprises with foreign participation, were found statistically significant differences in the perception of the benefits of using publicity as a part of PR within CSR concept. This is documented in Table 9, which shows the results of the Kruskal-Wallis test. The calculated theoretical level of significance is less than the determined alpha significance level of 0.05, therefore we reject the null hypothesis that there are no differences in the perception of the benefits of publicity.

Kruskal-Wallis test:	
K (Observed value)	67,3200
K (Critical value)	11,0700
DF	5,0000
p-value (Two-tailed)	< 0,0001
Alpha	0,0500

Table 9: Results of Kruskal-Wallis test – benefits of using publicity as the tool of PR within CSR concept in the food enterprises with foreign participation
Source: Authors calculations, output XLSTAT

All analyzed benefits of using the publicity as the tool of PR within CSR concept are considered very important by enterprises with foreign participation, with the highest share (80.6%) for benefiting from „building the reputation of the company", followed by the benefits of „knowing by the general public" (67.7%) and offers „protecting the reputation of the company" (58.1%).

√ Analysis of the contribution of publicity as the tool of PR within CSR concept in food enterprises without foreign participation (Slovak food enterprises)

The benefit of using publicity as the tool of PR within CSR concept was evaluated in Slovak food enterprises by Likert scale. Using the Kruskal-Wallis test, it was found that there were statistically significant differences in the perception of selected publicity benefits. Table 10 shows the results of the Kruskal-Wallis test. The calculated p value is less than the determined alpha level of significance of 0.05, which means that the null hypothesis of the absence of differences in perception of selected benefits of using the publicity as the tool of PR within CSR concept is rejected.

Kruskal-Wallis test:	
K (Observed value)	67.3200
K (Critical value)	11.0700
DF	5.0000
p-value (Two-tailed)	< 0.0001
Alpha	0.0500

Table 10: Results of Kruskal-Wallis test – benefits of using publicity as the tool of PR within CSR concept in Slovak food enterprises
Source: Authors calculations, output XLSTAT

The majority of Slovak food enterprises (59.3%) perceive „building the reputation" as a very important contribution of using publicity as the tool of PR within CSR concept. The benefits of using publicity „knowing by the general public" are also considered by Slovak food enterprises to be very significant (51.6%) The third most important benefit of using publicity is „protecting the reputation of the company" (47.8%). Slovak food enterprises have had an indifferent attitude towards the other three benefits of using publicity – increasing the number of customers, product sales and profit.

Conclusion ——— Džupina (2013) examined the presence of sectoral differences in communicating the basic dimensions of CSR. In the light of other similar research (Nagyová et al. 2018, Nelson 2003, White 2017, Džupina et al. 2016, Wiese and Toporowski 2013, Hartmann 2011, Cheeseman 2017), can be assumed that the area of the company's social involvement would depend on the industry in which it operated. It was based on the general assumption that businesses in the service sector would appeal more to the dimensions of volunteering, economic and social responsibility. On the other hand, primary sector enterprises (agriculture, extractive industries) and industrial enterprises are more oriented towards environmental and environmental responsibility and in this way is also communication with public. Research by Džupina (2013) proved statistically insignificant differences between businesses and their communication of CSR activities in different sectors of the national economy, also confirmed that some sectors are more socially responsible than others.
Submitted paper pointed at the publicity as a tool of public relations (PR) within CSR concept in the practice of food enterprises in Slovakia and analysed its use in terms of foreign participation, production focus and size of enterprises and subsequently evaluated the benefits of using publicity in food enterprises with foreign participation and in Slovak food enterprises (without foreign participation). The questionnaire research was implemented in 125 food enterprises. The base for our research was created by 4 hypothesis.

Hypothesis 1: In the food enterprises with foreign participation, publicity as a PR tool within the CSR concept is used more widely (nationwide) than in food enterprises without foreign participation (Slovak food enterprises).
Analyzes revealed 75% share of food enterprises without foreign participation to 25% share of the food enterprises with foreign participation. The analysis of the type of preferred media revealed statistically significant differences between the analyzed categories of enterprises. Food enterprises with foreign participation prefer mostly nationwide media, while Slovak food enterprises prefer more regional media. Generally, the share of nationwide media is greater than the share of regional media.

Hypothesis 2: The use of publicity as the PR tool within CSR concept differs according to production focus. It is used the most in the food enterprises producing non-alcoholic beverages and confectionery (nationwide), to the smallest extent (regional) is used in enterprises processing milk and dairy products as well as in meat and meat processing food enterprises.

When analyzing preferred media types in specific food sectors according to production focus, statistically significant dependencies were found. The individual sectors of the analyzed enterprises prefer different types of media to provide information about themselves. There is a moderate dependence between the different food business sectors and the preferred type of media.
Food business sectors that prefer nationwide media include pastry and flour manufacturers, enterprises processing confectionery, alcoholic beverages and soft drinks. On the other hand, sectors which prefer rather regional media include enterprises processing milk and dairy products, enterprises producing vegetables as well as meat and meat processing enterprises. The share of preferred nationwide media represented 54.5% to 45.5% of regional media.

Hypothesis 3: The use of publicity as the tool of PR within CSR concept varies in micro, small, medium and large enterprises, while publicity is most widely (nationwide) used in large enterprises.

The size of the enterprise has an impact on the preferred media type. We can confirm a strong dependence between the preferred media type and the size of the enterprise. Food enterprise with an average number of employees less than 10 use only regional media. With the size of the enterprise, the share of regional media is declining, while the share of using nationwide media is increasing with the size of the enterprise.

Hypothesis 4: There is no difference in the perception of the benefits from using publicity as a part of PR within the CSR concept in the practice of food enterprises with foreign participation and food enterprises without foreign participation (Slovak food enterprises).

For food enterprises with foreign participation, were found statistically significant differences in the perception of the benefits of using publicity as a part of PR within CSR concept. We reject the null hypothesis that there are no differences in the perception of the benefits of publicity.
Building the reputation of the company is the most important benefit from using the publicity as the tool of PR within CSR concept.
In the Slovak food enterprises were found statistically significant differences in the perception of selected publicity benefits. The null hypothesis of the absence of differences in perception of selected benefits of using the publicity as the tool of PR within CSR concept was rejected. Also – the majority of Slovak food enterprises consider „building the reputation" as a very important benefit from using publicity as the tool of PR within CSR concept.

Poznámky | *Notes* ——— [1] Companies listed in the Business Register, contributory organizations, which are market producers, with 20 or more employees and organizations with less than 20 employees with annual revenues from own performances and goods EUR 5 million or more; included manufacturing food businesses, excluding manufacturing businesses with tobacco products. Agricultural services: RADELA Ltd., 2018.

[2] Total number of registered Food Enterprises in Slovakia in 2018 based on data by SOSR, The statement includes: Companies listed in the Business Register, contributory organizations, which are market producers, with 20 or more employees and organizations with less than 20 employees with annual revenues from own performances and goods EUR 5 million or more; included manufacturing food businesses, excluding manufacturing businesses with tobacco products. Agricultural services: RADELA Ltd., 2018.

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Kľúčové slová | *Key Words* ——— public relations, corporate social responsibility, publicity, food enterprises, Slovakia
vzťahy s verejnosťou, spoločenská zodpovednosť podnikov, publicita, potravinárske podniky, Slovensko

JEL klasifikácia/*JEL Classification* ——— M14, M31

Résumé ———Publicita ako nástroj PR aktivít v rámci koncepcie CSR v potravinárskych podnikoch na Slovensku
Príspevok poukazuje na publicitu ako nástroj public relations (PR) v rámci koncepcie CSR v praxi potravinárskych podnikov na Slovensku. Analyzuje jej využitie z hľadiska zahraničnej účasti, výrobného zamerania a veľkosti potravinárskych podnikov na Slovensku a benefitov plynúcich z využívania publicity ako súčasti PR v rámci konceptu CSR. Výskum sa realizoval dotazníkovou formou v 125 potravinárskych podnikoch pôsobiacich na území Slovenskej republiky. Pri spracovaní štatistických údajov sme použili niekoľko metód štatistického hodnotenia, frekvenčné a kontingenčné tabuľky, absolútne a relatívne početnosti, χ^2 test dobrej zhody, Likertovu škálu, Kramerov kontingenčný koeficient a Kruskal-Wallisov test. Výsledky prieskumu potvrdili, že publicita ako súčasť PR v rámci koncepcie CSR v praxi analyzovaných potravinárskych podnikov je primárne zameraná na budovanie dobrého mena spoločnosti. Záver predloženej práce ponúka najdôležitejšie výsledky výskumu s cieľom možného uplatnenia v praxi potravinárskych podnikov.

Kontakt na autorov/*Address* ——— Ing. Zdenka Kádeková, PhD., Slovak University of Agriculture in Nitra, Faculty of Economics and Management, Department of Marketing and Trade, Trieda A. Hlinku 2, 949 76 Nitra, Slovakia, e-mail: zdenka_kadekova@yahoo.com

Ing. Ingrida Košičiarová, PhD., Slovak University of Agriculture in Nitra, Faculty of Economics and Management, Department of Marketing and Trade, Trieda A. Hlinku 2, 949 76 Nitra, Slovakia, e-mail: ingrida.kosiciarova@gmail.com

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THE DROPOUT IN TERTIARY EDUCATION AT CZECH PUBLIC AND PRIVATE UNIVERSITIES AS A RESULT OF SCHOOL MARKETING

The situation of tertiary education in the Czech Republic has changed dramatically in the last 15 years after joining the European Union. The demographic decline of the population, structural changes in the number of employees, the expansion of tertiary education and the impact of economic cycles change the overall extent and structure of the transition of university graduates to the labor market. The resulting changes can lead to serious problems, both on the supply side and the labor demand side. An equally significant impact on the dropout of university education has the implementation of school marketing. A school that makes better use of marketing in its activities has a greater chance of getting material and quality teachers. To some extent, private schools are in a better position because to have effective marketing policies in place for some time now. This article deals with the development of the dropout at public and private universities in the Czech Republic. Further, it compares the dropout according to the degree of the study program. The answers to the research questions were obtained through the analysis of secondary data (literature, research, annual reports and long-term intentions of universities. Based on the performed analysis, the fact that in the Czech Republic the dropout rate is increasing every year is confirmed and thus represents one of the main actual problems of the Czech public but also private universities.

Introduction ——— In the recent years, the educational market has become more dynamic and complex. There are many market forces that are trying to shape the educational environment (Sousa and Magalhães 2019). Although the area of Czech higher education has been in the interest of several researchers in recent years (Dvořáčková et al. 2014, Šima and Pabian 2013), only a few research studies engaged with the problem of the dropout in tertiary education at Czech universities (Mouralová and Tomášková 2007, Fučík and Slepičková 2014). The phenomenon of dropout of university graduates is not only a topic for academic research but also has practical relevance. Both the universities themselves and the various representatives of educational policy in the Czech Republic are interested in what causes the dropout at Czech public and private universities and how to fight it.
The dropout in tertiary education is, therefore, a problem for almost all universities in the Czech Republic for several reasons. Firstly, the dropout of graduates increases slowly but at a steady pace, especially in bachelor's degree programs. Secondly, the rapid increase in the number of students in the last twenty years has brought new groups of people to universities in the Czech Republic, with a significantly different experience, previous education, expectations, and needs. Universities have reacted to this change through their capacities, but universities approach often very slow for more radical changes in the concept of teaching, access to students and support services (Stoeber et al. 2011). Just competitive pressure has propelled many universities to increase the number of students admitted as a means of increasing their income (Watjatrakul 2014). Thirdly, the number of applicants

for higher education has peaked in 2010 and has been decreasing gradually since then. This is due to the lower number of graduates with GCSE. Universities that are still largely dependent on the number of students existentially have a problem to fill their capacities and thus turn their attention to the high dropout of their graduates. Fourthly, in Western Europe, the issue of the dropout of university graduates has been actively discussed for many years, and thanks to cooperation between countries, this topic is being transferred to the Czech Republic.
The European Commission also has a role in these problems (De Wit 2020). The European Commission informs about the problem of dropout in strategic materials and also in the conditions for drawing on EU structural funds (Kehm et al. 2019). At the international level, despite EU efforts, there is no data available to reliably compare countries with each other according to the dropout of university graduates; there are too large differences in the methodologies used. However, the available information suggests that the dropout of university graduates in the Czech Republic represents an average in comparison with European countries (Pokorný 2019). What, on the other hand, can be compared are the policies and approaches that countries apply about the dropout of higher education. A major contribution in this respect was the study HEDOCE (Higher Education Dropout and Completion in Europe), to which the authors contributed a case study that also offers inspiration for the Czechia (Stiburek et al. 2017).
The changing demands of the labor market require universities to develop more marketing activities (Rizkallah and Seitz 2017). These include the preparation and implementation of training programs aimed at developing key skills supporting employability and flexibility of graduates. The number of students decreases every year. Competition between universities is growing, not only for students but also for qualified teachers, competing for funds from both public and non-public sources. The range of study offers is increasing, and education has become more global with EU accession. This places higher demands on newly oriented development of educational institutions. In addition to the introduction of modern management methods and the creation of a „learning universities“, these also include: introduction of quality management; customer orientation in terms of „total customer care“; benchmarking; disseminating good image; improving public relations (Rahman et al. 2019, Al-Hazmi 2020). Also, possibilities for universities are to use digital content marketing as a means of brand building for colleges and universities (Pharr 2019).
In some of the above areas, universities in the Czech Republic are active, for example in providing support and compensatory courses. Unfortunately, in other areas, the situation is worse, especially when it comes to working with potential candidates. Most Czech universities more invest in their marketing and try to attract as many students as possible. But only a few universities give true and comprehensible information about what is waiting for potential candidates in the study and what are requirements, which they will have to fulfill in their studies (Rumberger and Lim 2008). The fact that is most neglected in the creation of measures in the field of graduate dropout in the Czech Republic is a more detailed work with students' motivation (Švec et al. 2015). The state of the policy in the field of support for the study successes of university students reflects a large extent the surviving conservative concept of the role of universities (Christie at al. 2004).
Higher education institutions are looking every possible way to the increase of a number of students, accepting lower admission criteria and seeking to drive out graduates more quickly (Štrach 2017). How universities influence their students through their marketing activities may later be reflected also in the spread of a good reputation about their alma mater (Rózsa 2018). Modern approaches for prediction of dropout students include machine learning, logistic regression, and decision trees (Kemper et al. 2020).

Methodology ——— Considering the aims of this article, a quantitative approach is chosen for its elaboration. The work with secondary data includes mainly the research of existing literature and the study of publicly available data about dropout at private and universities in the Czech Republic.

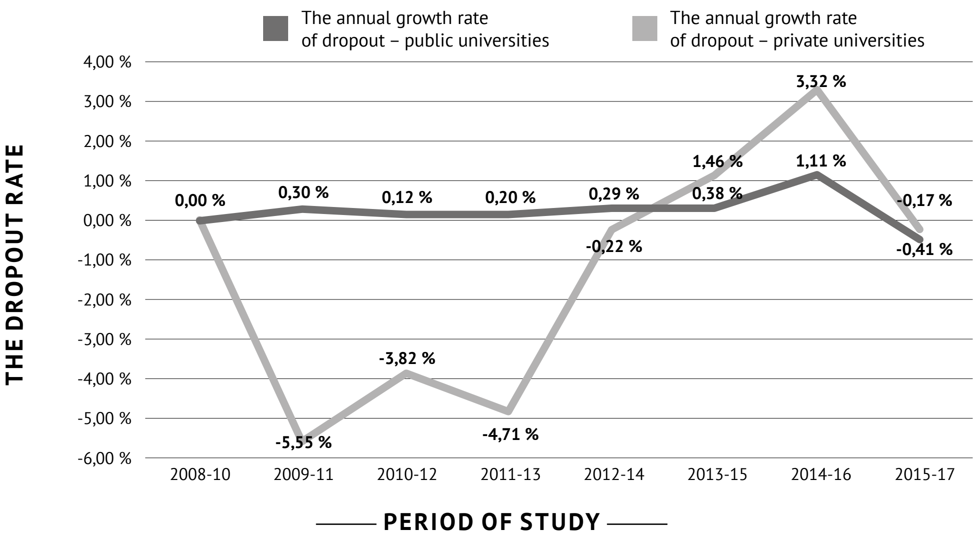
The yearbook of the Ministry of Education, Youth and Sports of the Czech Republic, which is freely available on the Ministry's website, was selected as the main source for compiling a quantitative content analysis of secondary data. The characteristic of quantitative research is the straightforward data collection and the work with accurate, numerical data, which enables their rapid analysis. The results are independent of the researcher in quantitative research. As the time period was chosen range of years 2008/09 – 2018/19, it is the range of the past 10 years.
The Yearbook of the Ministry of Education, Youth and Sports of the Czech Republic includes various information and data about the development of Czech higher education (numbers of students, numbers of graduates, numbers of foreign students, numbers of women and men studying, numbers of students of private and public schools, students according to the form of the study program, etc.). For analysis about dropout at Czech public or private universities in this study were important data about the number of students and the number of graduates in individual academic years.
The following formula was used to calculate the dropout rate: (number of students – number of graduates) / number of students * 100. The decisive factor in calculating the dropout rate within each type of study program was the determination of the period of study due to the initial number of students and the final number of graduates. The standard period of bachelor studies in the Czech Republic is 3 years, master study program 5 years, follow-up master study program 2 years and doctoral study program for 3 years. The graphical representation of the results was used to better represent the results in Microsoft Excel.
Finally, a comparative analysis of the dropout rate was conducted within private and universities in the Czech Republic. Based on the results were determined conclusions about the development of dropout at Czech private and public universities as one of the consequences of school marketing in the Czech Republic.
Limits of this study can be considered to be limited to quantitative research only, and it would be interesting to include qualitative approaches such as semi-structured expert interviews with vice-rectors for study affairs or with people from a strategic or similar department, who process analysis of dropout. Another limit of this study is the limitation only on dropout within the Czech Republic, further research could be focused on comparative analysis of dropout data with other countries.

Research ——— The first part of the research was focused on the analysis of data on the dropout of university graduates in the Czech Republic in bachelor study programs. From Table 1 we can see that the percentage of graduate dropout rates ranges at public universities from about 78-81% and at private universities from 67-81%.

Period of study	The dropout rate – public universities	The annual growth rate of dropout – public universities	The dropout rate – private universities	The annual growth rate of dropout – private universities
2008/09-2010/11	78,20%	-	81,37%	-
2009/10-2011/12	78,50%	0,30%	75,81%	- 5,55%
2010/11-2012/13	78,62%	0,12%	71,99%	- 3,82%
2011/12-2013/14	78,82%	0,20%	67,28%	- 4,71%
2012/13-2014/15	79,11%	0,29%	67,07%	- 0,22%
2013/14-2015/16	79,48%	0,38%	68,53%	1,46%
2014/15-2016/17	80,59%	1,11%	71,85%	3,32%
2015/16-2017/18	80,18%	- 0,41%	71,67%	- 0,17%

Table 1: The dropout tertiary education – bachelor study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Graph 1 shows the annual growth rate of dropout of graduates, which studied in bachelor's programs at Czech public and private universities. Based on the results of Table 1 and Graph 1, the dropout rate at private universities is lower than the dropout rate at public universities. Marketing activities play the most important role in promoting bachelor's degree programs at private universities.



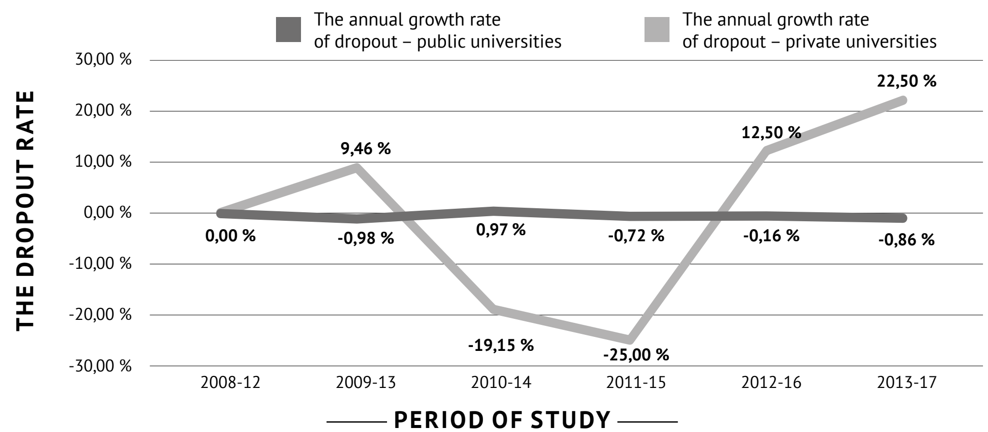
Graph 1: The annual growth rate of dropout – bachelor study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

The next part of the analysis was focused on the development of the dropout rates in master's degree programs (Table 2). The percentage of dropout rates of these graduates ranges from about 85-88% at public universities. The success rate of the study is approximately 12-15% at public universities. The percentage of dropout rates of these graduates ranges from about 25-70% at private universities.

Period of study	The dropout rate – public universities	The annual growth rate of dropout – public universities	The dropout rate – private universities	The annual growth rate of dropout – private universities
2008/09-2012/13	87,56%	-	59,69%	-
2009/10-2013/14	86,57%	- 0,98%	69,15%	9,46%
2010/11-2014/15	87,54%	0,97%	50,00%	- 19,15%
2011/12-2015/16	86,81%	- 0,72%	25,00%	- 25,00%
2012/13-2016/17	86,66%	- 0,16%	37,50%	12,50%
2013/14-2017/18	85,80%	- 0,86%	60,00%	22,50%

Table 2: The dropout tertiary education – master's study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Graph 2 also shows the annual growth rate of dropout for master's degree programs. The dropout of study in the academic year 2009/10-2013/14 decreased by 0,98% compared to the previous year, which represents improvement in study success rate at Czech public universities. In the following year, on the other hand, the dropout to complete the master's programs at public universities increased by 0,97% compared to the previous year. In masters programs starting in 2011/12, 2012/13 and 2013/14, the dropout decreased first by 0,72%, the following year by 0,16% and the last year by 0,86%, which on the other hand means an increasing the graduates' success. The number of students studying the master's program is considerably smaller in private than in public universities. This fact is also reflected in the alternating improvement and worsening of their failure to study.



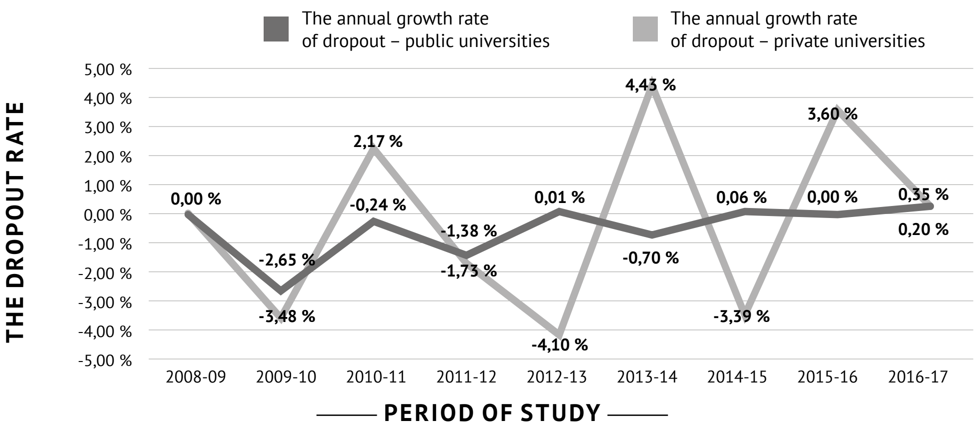
Graph 2: The annual growth rate of dropout – master's study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Table 3 shows the dropout in tertiary education in the follow-up master's programs. The percentage of graduates' dropout rate in the monitored period ranges from about 63-69% at public universities and from about 57-64% at private universities in Czech Republic.

Period of study	The dropout rate – public universities	The annual growth rate of dropout – public universities	The dropout rate – private universities	The annual growth rate of dropout – private universities
2008/09-2009/10	68,71%	-	64,61%	-
2009/10-2010/11	66,06%	- 2,65%	61,13%	- 3,48%
2010/11-2011/12	65,82%	- 0,24%	63,30%	2,17%
2011/12-2012/13	64,44%	- 1,38%	61,57%	- 1,73%
2012/13-2013/14	64,45%	0,01%	57,47%	- 4,10%
2013/14-2014/15	63,75%	- 0,70%	61,91%	4,43%
2014/15-2015/16	63,81%	0,06%	58,52%	- 3,39%
2015/16-2016/17	63,81%	0,00%	62,15%	3,60%
2016/17-2017/18	64,16%	0,35%	62,32%	0,20%

Table 3: The dropout tertiary education – follow up master's study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

The change in the dropout for graduates of the academic year 2009/10 compared to the dropout of graduation in the previous year was 2,65%, which was a decrease in dropout at public universities. In the following two years, the graduates of master's degree programs at public universities were again more successful in their studies. Students who completed their studies in 2012/13-2013/14 increased their dropout by 0,01%. In the following years, the dropout decreased by 0,70% and then increased by 0,06%. The academic year 2015/16-2016/17 recorded no year-on-year increase or decrease in the percentage of dropout. It was not until the last academic year in the reporting period that the value increased (Graph 3). The annual growth rate of dropout at private universities is alternately decreasing or increasing by about a few percent.



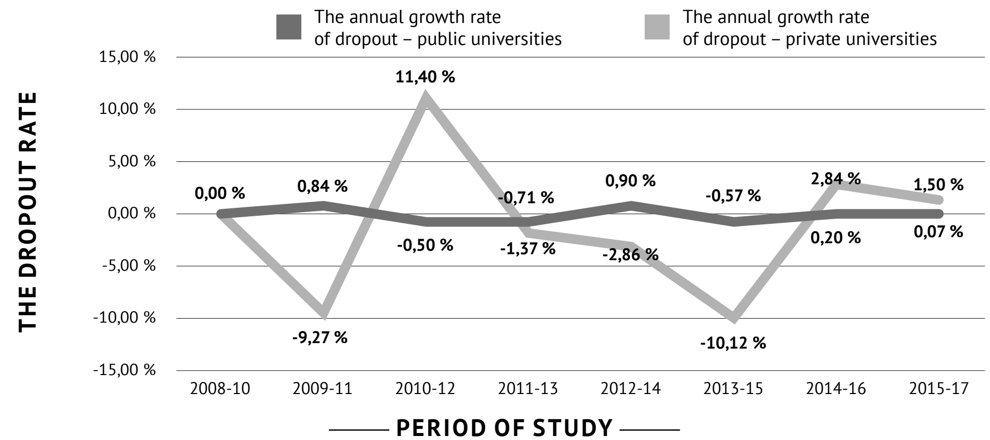
Graph 3: The annual growth rate of dropout – follow up master's study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Doctoral studies represent the highest level of education that can be achieved by studying at a university. The duration of this course is 3 years. You can see how successful graduates of the doctoral study program at universities in the Czech Republic at public or private universities are in Table 4. The range of dropout in this study program at public universities ranges from about 89-91%. The success rate ranges from 9-10%. The range of dropout in doctoral study program at private universities ranges from about 85-97%.

Period of study	The dropout rate – public universities	The annual growth rate of dropout – public universities	The dropout rate – private universities	The annual growth rate of dropout – private universities
2008/09-2010/11	90,09%	-	95,24%	-
2009/10-2011/12	90,93%	0,84%	85,96%	- 9,27%
2010/11-2012/13	90,43%	- 0,50%	97,37%	11,40%
2011/12-2013/14	89,72%	- 0,71%	96,00%	- 1,37%
2012/13-2014/15	90,62%	0,90%	93,14%	- 2,86%
2013/14-2015/16	90,05%	- 0,57%	83,02%	- 10,12%
2014/15-2016/17	90,25%	0,20%	85,86%	2,84%
2015/16-2017/18	90,32%	0,07%	87,36%	1,50%

Table 4: The dropout tertiary education – doctor's study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Graph 4 shows the annual growth rate of dropout in the completion of the doctoral program at universities for the period 2008-2018 at private and public universities in the Czech Republic. The annual growth rate of dropout at public universities is relatively stable. While the annual growth rate of dropout at private universities is relatively unstable.



Graph 4: The annual growth rate of dropout – doctor's study program
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Results ——— Based on the results of a comparative analysis of the dropout tertiary education at Czech public universities, it is possible to say that the highest percentage values are achieved by graduates of doctoral study programs, where the dropout rate in individual years is around 90%. The second-highest percentage of dropout at university studies is achieved by students of master's degree programs, which is approximately 87%. This is followed by a bachelor program, where 80% of students do not complete their studies at all. And lastly, in comparing data on the failure to study at universities, graduates of follow-up master's programs, where the percentage dropout rate is the lowest in the period under review and is around 65%. The aforementioned dropout at Czech public universities in the individual bachelor, master, follow-up and doctoral degree programs are shown in Table 5. Popular fields at public universities include technology, engineering and construction, as well as fields such as business and administration.

Academic year	The dropout rate (bachelor study program)	The dropout rate (master's program)	The dropout rate (follow up master's program)	The dropout rate (doctor's study program)
2008/09	78,20%	87,56%	68,71%	90,09%
2009/10	78,50%	86,57%	66,06%	90,93%
2010/11	78,62%	87,54%	65,82%	90,43%
2011/12	78,82%	86,81%	64,44%	89,72%
2012/13	79,11%	86,66%	64,45%	90,62%
2013/14	79,48%	85,80%	63,75%	90,05%
2014/15	80,59%	-	63,81%	90,25%
2015/16	80,18%	-	63,81%	90,32%

Table 5: The dropout tertiary education at Czech public universities
Source: Author according to the Ministry of Education, Youth and Sports (2019)

Based on the results of a comparative analysis of the dropout tertiary education at Czech private universities, it is possible to say that the dropout is in most cases lower at private universities in bachelor, master, master follow up and doctoral study program than public universities (Table 6). At private universities only a very small proportion of students study technical fields. Students most often choose fields of business, administration, and rights.
One of the reasons for this is the marketing activities of private universities. Marketing here is a purposeful communication between an institution offering education on the one hand and demanders, founders and other partners who have (or may have) an influence on the operation of the school on the other. In the education market, as in any other market, only those who, in accordance with demand, provide the most advantageous supply. The longer the relationships between the bidder and the supplier, the more effective and stronger the links are. Marketing is also successful if all partners accept it, if it is done systematically, thoughtfully, and if the educational institution responds to the demands of the environment in accordance with its own capabilities and intentions.

Academic year	The dropout rate (bachelor study program)	The dropout rate (master's program)	The dropout rate (follow up master's program)	The dropout rate (doctor's study program)
2008/09	81,37%	59,69%	64,61%	95,24%
2009/10	75,81%	69,15%	61,13%	85,96%
2010/11	71,99%	50,00%	63,30%	97,37%
2011/12	67,28%	25,00%	61,57%	96,00%
2012/13	67,07%	37,50%	57,47%	93,14%
2013/14	68,53%	60,00%	61,91%	83,02%
2014/15	71,85%	-	58,52%	85,86%
2015/16	71,67%	-	62,15%	87,36%

Table 6: The dropout tertiary education at Czech private universities
Source: Author according to the Ministry of Education, Youth and Sports (2019)

In the Czech Republic, students can choose from a wide range of public or private universities. Most students study at public universities. At private universities, students must pay for their studies. Fees vary, for example, depending on whether the student is studying in Czech or English, or whether it is a Czech or foreign institution. The amount of tuition fees is usually in the range of 20 000 – 30 000 crowns per semester. Many private universities offer incentive programs to their students, and students receive a merit scholarship. Public universities usually offer more degree programs than private ones. Not all subjects can be studied at private universities. For example, medicine, architecture or chemistry can only be studied at public universities. Private universities most often offer economics, political science, law or marketing.
The Ministry of Education, Youth and Sports of the Czech Republic increasingly pay attention to the dropout in tertiary education at Czech universities. It is starting to apply some tools for its reduction in this area, such as an amendment to the act taking into account the internal quality of higher education institutions, a change in the calculation of study dropout in annual reports, more detailed analysis of dropout rate, or methodical regulation for the calculation of dropout at universities (Matějů et al. 2009).
Most public universities in the Czech Republic differ in the perception of dropout, mainly because of their funding. This fact also confirms the conclusion of the HEDOCE study or an article by Švec et al. (2015) that the way of financing has a great influence on the behavior of the institution. The dropout in tertiary education is further influenced by a number of external and internal factors. The internal factors are: the size of the school, the location, and the degree programs provided, the setting of the education system and so on. External factors also have a significant impact on universities, in particular demographic, governmental and economic impacts. These three factors are interrelated and very often translate into their pragmatic behavior. Government influences are very important for universities, which are very closely connected to economic influences at public universities, especially in financing. Given the demographic trends, current funding is not favorable.
Based on the analysis of the dropout in tertiary education at Czech universities, several recommendations can be proposed that could improve the situation. This is a measure both at the national and institutional levels. At the national level, this is a measure towards the Ministry of Education, Youth and Sports of the Czech Republic. This institution should further support the discussion and collect, analyze and publish data on the failure rate at Czech universities in more detail. Also, the ministry should adjust the funding conditions so that universities are not forced to accept more students who are not ready for higher education, which is causing an increase in the dropout. It is equally important that dropout not only is assessed at the central level but addressed at the lowest possible level. At the institutional level, I propose to collect data regularly, to analyze and evaluate this data on an ongoing basis. It is important that universities sufficiently inform their applicants about the form of their studies at universities. Public universities should also focus more on developing their marketing activities and attracting sufficient numbers of students. (Pikálková et al. 2014).
Finally, it is important to note that the dropout in tertiary education is not always seen in a negative light. The dropout may not always have bad effects on an individual's life, but on the contrary, sometimes one realizes that the academic environment is not right for every person and some find much more sense in the working world.

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Kľúčové slová / *Key Words* ——— school marketing, public universities, private universities, dropout, education as a product
marketing škol, veřejné univerzity, soukromé univerzity, studijní neúspěšnost, vzdělání jako produkt

JEL klasifikácia / *JEL Classification* ——— I21, I23, M54

Résumé ——— Studijní neúspěšnost terciárního vzdělání na českých veřejných a soukromých vysokých školách jako důsledek školního marketingu
Neúspěšně dokončená studia představují téma, které začalo v posledních letech přitahovat pozornost jak vedení VŠ, tak MŠMT, veřejnosti a studentů. Na základě provedené komparativní analýzy neúspěšnosti absolventů VŠ v ČR lze konstatovat, že studijní neúspěšnost je vyšší na veřejných VŠ oproti soukromým v rámci téměř všech studijních programů. Jedním z důvodů této skutečnosti jsou marketingové aktivity, díky kterým soukromé VŠ snižují a předcházejí vysokým hodnotám neúspěšnosti svých studentů. Marketing školy nespočívá pouze v zakládání komisí, vyhledání sponzorů, provozování internetových stránek či pořádání jednorázových akcí. Marketing představuje cílevědomou komunikaci mezi institucí nabízející vzdělání a poptávajícími a zřizovateli, kteří mají vliv na chod VŠ. Na základě analýzy neúspěšnosti absolventů VŠ lze navrhnout několik doporučení. Na národní úrovni se jedná o zejména opatření směrem k MŠMT. Tato instituce by měla podrobněji sbírat, analyzovat a zveřejňovat data o studijní neúspěšnosti. Na institucionální úrovni je také důležité provádět pravidelný sběr dat, tato data průběžně analyzovat a vyhodnocovat. Neméně podstatné je, aby VŠ dostatečně informovaly uchazeče o podobě studia na VŠ v rámci svých marketingových aktivit.

Kontakt na autorov / *Address* ——— Ing. Hana Kučerová, University Pardubice, Faculty of Economics and Administration, Department of Business Economics and Management, Studentská 84, 530 09 Pardubice, Czech Republic, e-mail: hana.kucerova2@student.upce.cz

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TEXT | MARCUS DIEDRICH, MARKUS PEPLINSKI

THE RELEVANCE OF VIRTUAL SHOWROOMS FOR SANITARY RETAIL

Hardly any other technical achievement has influenced the economy and society as strongly as the Internet. It not only offers unhindered access to almost all information in the world, but also helps to process transactions faster and more efficiently. Brick-and-mortar retail is increasingly under pressure due to the sometimes much cheaper competition from the Internet and is losing market share. One solution is a multi-channel strategy that incorporates virtual aspects into customer service. This study uses five hypotheses to investigate the extent to which virtual showrooms are used in sanitary retail and what benefits they bring to companies. The survey among 250 sanitary retailers is intended to provide answers to questions such as whether the use of virtual showrooms will increase and whether the use of a virtual showroom saves time in the customer service process. It is also interesting to see whether a virtual showroom has a positive effect on perceived customer satisfaction.

1 Introduction ——— Digitalization has been causing massive changes in stationary retail for years. When used correctly, the innovative technology development can open up new doors for addressing customers in stationary retail companies.

Distribution channels	Market shares					Tendency
	2010	2013	2018	2022	2025	
bathroom and sanitary trade	18.5	18.5	18.0	17.0	16.0	Slightly falling
furniture and kitchen trade	34.0	34.0	33.5	33.0	32.0	Slightly falling
DIY-trade	20.0	17.5	15.5	15.0	14.5	Slightly falling
distance selling	15.0	17.5	20.0	22.0	25.0	Significantly increasing
contract business	4.0	5.0	7.0	8.0	8.5	Slightly increasing
Other stationary trade	8.5	7.5	6.0	5.0	4.0	falling

Table 1: Distribution of bathroom furniture from 2010 to 2025 in %
Source: Titze (2019, p. 34)

The market for bathroom furniture, mirror cabinets and illuminated mirrors is divided into the following sales channels: bathroom and sanitary trade, furniture and kitchen trade, DIY trade, distance selling and contract business. The distribution channel that is examined in the context of this work is that of the bathroom and sanitary trade. The new TITZE study shows that the distribution in the „Bathroom and sanitary trade“ area as a submarket of the stationary specialist trade will continue to decline in the next few years (Titze 2019, p. 34). In the long run, this submarket has to think about how it can stop the trend with multi-channel sales. Showrooms are an important place for company presentations and product presentations. A classic exhibition space is associated with high costs, the exhibits have to be bought and assembled and kept up to date. The exhibits are clearly presented to the end customer so that these products can be considered visually and haptically. There is usually no sale or take-away of the products here, as the exhibits must be preserved over a longer period for presentation purposes (Heinemann 2017, p. 2). Due to its usual opening times, stationary retail is only accessible to a limited extent. The opening hours in online trading, however, are unlimited and therefore accessible at any time and from anywhere. A fifth of online sales are already made on Sundays (Heinemann 2019, p. 306). Today, the customer is well informed, he wants to buy a high-quality product at the best prices and also enjoy the best advice (Fend 2018, p. 306). The specialist dealer can transfer part of this advisory service to the Internet in the form of a virtual showroom. These not only guarantee optimal customer advice, but also an emotional brand experience that puts the company in the best light. The dealer has the opportunity to take a picture of the baths already created using a 360 degree camera. He enriches this with information and makes it available to interested customers on his website. The customer can thus get information about the dealer at any time and call up its service portfolio.

1.1 Objective and method ——— The aim of the study is to examine the relevance of virtual showrooms and the impact of their use for retailers. Will this type of presentation increase in specialist shops or how does a virtual showroom influence the exhibition area? Does the specialist dealer save time in the customer service process and does it have a positive effect on customer satisfaction? Previous publications have not answered these questions. To create a basis for discussion, these questions above are summarized into five hypotheses, from which the questions for the online survey arise:

√ H1: Virtual showrooms are more relevant in urban areas than in rural areas.
√ H2: The use of a virtual showroom leads to a reduction in the size of the exhibition area.
√ H3: The use of virtual showrooms will increase.
√ H4: The specialist dealer saves time by using a virtual showroom in the customer service process.
√ H5: A virtual showroom has a positive effect on perceived customer satisfaction.

The work begins with an introduction and the presentation of the objective in Chapter 1. In Chapter 2, the stationary retail is narrowed down and the distribution channels of the sanitary specialist trade are classified. Chapter 3 describes digitalization in stationary specialist retail and the virtual showroom is explained in more detail using the example of the Immersight company. In addition, the changed behavior in information gathering through the use of the mobile Internet is discussed. Chapter 4 gives an overview of the mortgages presented and the study design is presented. Furthermore, the results of the individual hypotheses are shown and explained to the reader. Chapter 5 summarizes and explains recommendations for action.

2 Definition of the term sanitary market ——— First of all, there is a distinction between wholesale and retail in Germany. Wholesaling includes selling directly to the retailer without further processing. The merchandise is referred to as movable goods that are purchased and sold without substantial processing. The activity of wholesalers consists in assembling, sorting and classifying, unpacking, repacking in smaller quantities, distributing the goods in large quantities, storing and delivering the goods. Wholesalers are retail companies that procure goods from various manufacturers and resell them to resellers such as retailers. The retail trade includes, for example, the sale of bathroom accessories primarily to private users or consumers. Here, sales only take place in sales rooms, department stores, on stands, at front doors and on the Internet (German Bundestag 2019, p. 3).

2.1 Definition of sales area, exhibition area and showroom ——— The sales area is only part of the sales outlet and plays an important role in retail. The sales area includes the areas of the goods presentation, the total area that can be entered by the customer for the purpose of shopping as well as the cash desk area including the area for packing the goods. The sales area does not include storage areas and areas that serve to prepare the goods and customer social areas such as toilets or changing rooms. An inviting presentation of goods in the retail trade decides on the success or failure of products. This presentation of goods takes place on the sales area, also known as exhibition space in the colloquial language of the sanitary specialist trade.
This exhibition area shapes the customer's perception of the brand (Arno 2020). While in the supply trade, the presentation of goods is strongly geared towards the functional handling of the sales operation, the focus of the experience-oriented shop design is on creating a shopping atmosphere that is as stimulating as possible, with a special impression of the goods. Here, in particular, the merchandise carriers with their decorative elements and material and color-technical radiations will influence the design. The product is presented appropriately for the customer. Thus, the promise of performance of a product and the entire business is no longer communicated exclusively through the words of the seller, but through visual impressions directly from the goods and the presentation (Wirtschaftslexikon24 2020). A good part of real art of selling is to show the goods in such a way that they create a desire.
Showrooms are small rooms that use computer software to virtually represent a created image of reality. They allow the end customer to immerse themselves in a new, artificially created world that looks deceptively real (Handelsjournal 2020). In this way, consumers can swim with whales in underwater worlds, explore a shipwreck or view their new bathroom before it is renovated (Kruse 2018, p. 253). A virtual world is considered plausible if the interaction in it is logical and coherent. This interactivity creates the illusion that what seems to be happening is actually happening. The fidelity is achieved if the environment in the virtual world resembles the real world, it then appears credible to the user. Many showrooms are used in spatial planning, because here the planning can be realized directly from the head virtually in the newly designed bathroom. In the digital world of virtual reality, planning can be implemented perfectly because you can develop visually and physically.

2.2 Classification of the distribution channel of the sanitary specialist trade ——— In retail, sales forms have changed a lot in the past few decades. At the beginning of the 20th century, the first department stores where founded and the first distance selling developed in the form of catalog mail order. Today, specialist dealers still have a high-quality, industry-specific core range with a corresponding product presentation. This is characterized by the personal advice given to the customer by trained sales staff (Heinemann 2019, p. 44). In contrast to wholesalers, it is not commercial buyers, but rather private households that make up the retail customer base. Traditional and long-established specialist dealers are often located in their own properties within the cities. Due to high rental prices and poor parking situations, companies are increasingly moving to the outskirts of larger cities. In rural areas, specialist dealers can often find cheap real estate and building space. Against this background, it is assumed that costs can be saved by reducing the exhibition space in urban areas and placing more value on digital advice with the 3D showroom. That leads to the thesis:

H1: „Virtual showrooms are more relevant in urban areas than in rural areas."

Many sanitary specialist dealers offer complete bathroom renovation from a single source. They want to offer their customers added value and differentiate themselves from wholesalers and online retailers. Due to a more complex environment, customers demand solutions consisting of a bundle of products and services and offering these bundles gives the company a competitive advantage (Überwimmer et al. 2019). The specialist dealer does all renovation work in the bathroom. The old bathroom must be completely gutted. Then the pipes for water and heating are installed. The tiles have to be laid and at least the sanitary objects are finally assembled, e.g. Bathroom cabinets, shower and a toilet. The current Titze study confirms that the end customer is well aware of this fact The end customer uses the sanitary specialist dealer for bathroom renovations to almost 80% as a source of information. In contrast, the Internet is only used by 51% (Titze 2019, p. 87). Complete bathroom renovation places high demands on end customer advice in the exhibition area. The specialist dealer must have exhibits for all the products mentioned. He obtains these from the manufacturer at special conditions. A virtual showroom bundles all information and makes all products of the leading manufacturers available digitally. This means that fewer exhibits need to be exhibited and a collagen room is sufficient to take the products into account visually and haptically. This leads to the following thesis:

H2: „The use of a virtual showroom leads to a reduction in the exhibition area."

The fact that the exhibition space has fixed opening times is a disadvantage compared to online trading, which can only be compensated for by a digital addition to the sales mix.

3 Digitization in stationary retail ——— The multi-channel trade represents the parallel use of several types of distribution of trading companies. It is a multi-channel system in which the customer uses at least two channels, mostly the stationary trade and a Online shop that can request services from the same provider (Rittinger 2014, p. 3). With increasing digitization and networking, more and more retailers are switching to a multi--channel strategy. It is necessary, because the mobile devices accompanies us through everyday life. 93.16% of the respondents of a study in 2018 use their mobile devices several times a day to access the internet. When comparing age groups, it is noticeable that 14-39-year-olds use the mobile internet one hundred percent several times a day. The age group over 40 years uses it only to 85.14% several times a day (Diedrich 2018). With multi-channel sales, the retailer can expand its distribution and thus reach more potential new customers. The retailer is permanently available through an online shop, opening hours are no longer an obstacle, because shops can be closed at any time in the online shop. Some companies are already developing 360-degree images. The customer can view a product from all sides and from different camera perspectives from the comfort of their own home. The retailer is thus able to show his renovated bathrooms as a whole on his website as a reference. From this we derive the following thesis:

H3: „The use of virtual showrooms will increase."

With a few exceptions, digitization in the sanitary specialist trade is in the area of multi-channel sales. The specialist dealer pursues the goal of making customers aware of his company through his online shop. The use of a 3D showroom on the website offers the visitor the opportunity to find out about the services of the company. The process is to be illustrated using the example of the 3D showroom from Immersight: Immersight, based in Ulm, specializes in the development of 3D showroom software. The 360-degree images are displayed on the monitor. The advantage of displaying on the monitor is that you can also integrate the content into your own website. During opening hours, advice is given in the 3D showroom on a large monitor in the exhibition area. The specialist dealer can show his customer already implemented bathroom renovations using 360-degree images. For each individual product he can show the customer virtual exhibits from the portfolio of his manufacturers. This leads to the thesis:

H4: „The specialist dealer saves time by using a virtual showroom in the customer service process.“

The virtual showroom thrives on implemented projects that are transferred to the showroom with a 360-degree camera. These references show the customer what the dealer can do. This leads to transparency, since technical errors are disclosed. This means that the customer knows in advance what he can expect in terms of craftsmanship. The thesis is derived from this:

H5: „A virtual showroom has a positive effect on perceived customer satisfaction.“

4 Survey ——— The stationary specialist trade is faced with the challenge of having to offer its customers service 24 hours a day, seven days a week. Compared to online shopping, it must remain interesting in order to be able to exploit the advantages of personal sales in a retail store. An interesting solution is a virtual showroom that can be used both in the store and on the company's website. The study carried out was aimed at the sanitary specialist trade of the 2-stage distribution channel. The studies were conducted in January 2020 using an online questionnaire. As part of the study, the choice of concentration was consciously made. All buying companies in the bathroom and sanitary trade were filtered out of the customer base and included in the sample. In order to find out the relevance of virtual showrooms and the impact of their use for retailers, five hypotheses were defined:

√ H1: Virtual showrooms are more relevant in urban areas than in rural areas.
√ H2: The use of a virtual showroom leads to a reduction in the size of the exhibition area.
√ H3: The use of virtual showrooms will increase.
√ H4: The specialist dealer saves time by using a virtual showroom in the customer service process.
√ H5: A virtual showroom has a positive effect on perceived customer satisfaction.

Interview participants (s): 251
Survey method: Online questionnaire
Investigation period: January 2020

Hypothesis 1: Virtual showrooms are more relevant in urban areas than in rural areas.

The first question is intended to clarify how many retailer are already using a 3D showroom, or are considering using it, and how many are not using it and are not planning to use it.

We already use a 3D showroom	20.32%	51
We are considering using a 3D showroom	31.47%	79
A 3D showroom is not planned	48.21%	121

Table 2: What is the status quo regarding a 3D showroom in your company?
Source: Authors

The overall status of the use of virtual showrooms is relatively balanced. 48.21% of the retailers surveyed say that a 3D showroom is not planned. Of the remaining 51.60%, 20.32% are already using the digital possibilities of the showroom. 31.47% think about using a 3D showroom.

We already use a 3D showroom	19.21%	29
We are considering using a 3D showroom	32.45%	49
A 3D showroom is not planned	48.34%	73

Table 3: Use in rural areas.
Source: Authors

In rural areas, the picture deviates only slightly from the overall picture.

We already use a 3D showroom	22.00%	22
We are considering using a 3D showroom	30.00%	30
A 3D showroom is not planned	48.00%	48

Table 4: Urban use.
Source: Authors

The situation in the city is only slightly different. The proportion of 3D showrooms used is slightly above the overall picture at 22%, but fewer respondents think about using a showroom. Ultimately, it can be said that the thesis cannot be confirmed.

Hypothesis 2: The use of a virtual showroom leads to a reduction in the size of the exhibition space.

The following questions were only answered by the 130 traders who are already using the showroom or are considering using it.

We don't have an exhibition area	9.30%	12
We will give up our exhibition area and exclusively work virtually	3.88%	5
We will downsize our exhibition area	17.05%	22
We will enlarge our exhibition area	5.43%	7
We will add an additional collage room	25.58%	33
We will not change anything in our existing exhibition area	44.96%	58

Table 5: What influence do you think a 3D showroom has on your exhibition? [Multiple answers possible].
Source: Authors

The fact that both exhibition space and exhibits are expensive suggests that companies that use a virtual showroom will reduce their exhibitions. However, this thesis is only supported by 17.05% of those surveyed. 5.43% of the retailers even plan to enlarge their exhibition space. By adding an additional collage room, the exhibition area is further enlarged (25.58%). The majority of those surveyed will not change anything in their own specialist exhibition (44.96).

The proportion of specialist dealers who only want to work virtually is very low at 3.88%. The hypothesis that the use of a virtual showroom leads to a reduction in the exhibition space is therefore not confirmed.

Hypothesis 3: The use of virtual showrooms will increase.

We are considering using a 3D showroom	39.50%	79
A 3D showroom is not planned	60.50%	121

Table 6: Will the use of virtual showrooms increase?
Source: Authors

60.50% of the retailers surveyed are not planning a 3D showroom in the near future. Only 39.50% of those questioned- think about the use. The hypothesis can be confirmed that the use of showrooms will continue to increase, albeit to a clear extent.

Hypothesis 4: The specialist dealer saves time by using a virtual showroom in the customer service process.

To test hypothesis 4, the question was asked whether a 3D showroom would speed up the customer advisory process. To test the hypothesis, a five-level Likert scale was used, in which the answer scale ranged from -2 (strongly disagree) to 2 (strongly agree).

Weighted average	Strongly disagree	disagree	neutral	agree	Strongly agree
0,91	0 0%	8 6.25%	30 23.44%	56 43.75%	34 26.56%

Table 7: Does a 3D showroom accelerate the customer service process?
Source: Authors

6.25% of those questioned tend to disagree. 23.44% stayed neutral on the question. A total of 43.75% tend to agree and 26.56% strongly agree. In hypothesis 4, the mean is 0.91. Since this value is above the average of 0.0, it can be confirmed that a virtual showroom speeds up the customer service process. All respondents who answered 'agree rather' or 'fully agree' were able to state the reason for the acceleration.

We can specifically point out our projects that have already been implemented	70.45%	62
Our virtual showroom is accessible day and night	32.95%	29
We can better communicate the costs using reference baths	60.23%	53
Our customers quickly gain trust through the references shown	75.00%	66
The customer can make good use of the waiting time in the specialist exhibition in the 3D showroom	40.91%	36
Other (please specify)		6

Table 8: Why is a 3D showroom accelerating the customer service process? [Multiple answers possible], n=90,
Source: Authors

One reason for the purchase of a virtual showroom is the acceleration in the customer service process. 70.31% of the specialist dealers surveyed agree to an acceleration. At 75%, the focus is on creating trust through the references shown, followed by reference to projects that have already been implemented (70.45%). 60.23% of the retailers use the virtual showroom to communicate the costs using the reference bathrooms already created.
The retailers do not seem to place as much emphasis on the aspect of online communication as they should in multi-channel sales. Just under a third see the constant accessibility of the virtual showroom as accelerating. Only 40.91% see an accelerating aspect in bridging the waiting time. The following points were mentioned under Other:

√ We can present more diversity!
√ It is easier for the customer to visualize than, for example, in catalogs or 2D drawings
√ Due to the virtual representation in 3D, the decision-making process is much shorter due to the tangibility and detailed visibility of the products and the space
√ The customer sees „in real“, what he is buying
√ The customer can imagine it better and decide faster
√ Customers can better imagine your bathroom
√ Customers can already „experience“, their newly planned bathroom

Because with the showroom, another channel in the advice must be considered	75,00 %	6
Customers get bogged down in the digital world	25,00 %	2
The 3D showroom distracts from the actual consultation process	37,50 %	3
A monitor creates distance between the consultant and the customer	12,50 %	1
Customers who are not at home in the digital world do not understand the showroom	25,00 %	2

Table 9: Why do you see no acceleration in customer service? [Multiple answers possible], n=8,
Source: Authors

Only eight respondents answered that a virtual showroom does not speed up customer service. Six of them believe that the showroom is just another channel that needs to be maintained. Three people state that digital advice distracts from the actual advice process.

Hypothesis 5: A virtual showroom has a positive effect on perceived customer satisfaction.

To test hypothesis 5, the companies were asked whether a 3D showroom had a positive effect on customer satisfaction. To test the hypothesis, a five-level Likert scale was used, in which the answer scale ranged from -2 (strongly disagree) to 2 (strongly agree).

Weighted average	Strongly disagree	disagree	neutral	agree	Strongly agree
0,98	0 0 %	2 1.55 %	32 24.81 %	62 48.06 %	33 25.58 %

Table 10: Does a 3D showroom have a positive effect on customer satisfaction?
Source: Authors

1.55% of those questioned tend to disagree. 24.81% stayed neutral on the question. A total of 48.06% tend to agree and 25.58% fully agree. The mean is 0.98 and thus confirms the thesis.

5 Implications and outlook

5.1 Theoretical implications ——— Digitization also has a significant impact on buying behavior: more and more customers use the Internet as part of their general buying process. For example, many do research in advance of the stationary purchase on the Internet. Many prospective buyers get the actual impulse to buy on the Internet before they buy the product in brick-and-mortar retail. In addition, brick-and-mortar retail is increasingly under pressure due to the sometimes significantly cheaper competition from the Internet and is losing market share. The traditional way of customer advice takes place in the sanitary specialist trade on the exhibition area. The customer will be advised on the exhibits. In addition to the knowledge of the seller, the product presentation determines the success or failure of customer advice. An experience-oriented shop design and the creation of the most stimulating shopping atmosphere is no longer enough. The fixed opening times of the sales rooms contrast with the constant availability of the Internet. It is therefore recommended that retailers of the stationary retail trade adopt a digital strategy that includes multi-channel sales. This represents the parallel use of several types of sales in retail as part of the distribution. This multi-channel system usually includes brick-and-mortar retail and an online shop, through which the customer can access the dealer's services. A virtual showroom can play a major role in the context of this distribution, since it creates great benefits both in personal customer service and on the company's website. This benefit consists on the one hand in the presentation of references, i.e. bathrooms that have already been implemented, and on the other hand in the online catalogs provided by the manufacturers.
The aim of this work was to get an overview of the relevance of virtual showrooms and the impact of their use for retailers. Five hypotheses were set up beforehand:
√ H1: Virtual showrooms are more relevant in urban areas than in rural areas.
√ H2: The use of a virtual showroom leads to a reduction in the exhibition space.
√ H3: The use of virtual showrooms will increase.
√ H4: The specialist dealer saves time by using a virtual showroom in the customer service process.
√ H5: A virtual showroom has a positive effect on perceived customer satisfaction.

5.2 Practical implications ——— The distribution of current and future users and non-users is almost balanced in this submarket. Of the current and future users, only 17.05% will reduce the size of the exhibition, 44.96% will not change the existing exhibition. Just under a quarter will add a collage room in which you can see and feel the materials of the products intended for the bathroom. Only 3.88% want to work completely virtual. Ultimately, it can be said that virtual showrooms are only seen as an addition to traditional sales on the sales floor. This can also be seen from the fact that only 32.95% of those surveyed see the advantages of being permanently available. The references shown in the sales talk are in the foreground. Nevertheless, the Internet sales channel must not be left to Internet trade. The sanitary trade has to deal more with the possibilities of multi-channel sales.

5.3 Limitations ——— With the help of the hypotheses mentioned above, a questionnaire was created with which retailers of the bathroom and sanitary trade were interviewed. In addition to this sales channel, the following further sales channels are possible in the market for bathroom furniture, mirror cabinets and illuminated mirrors: furniture and kitchen trade, DIY trade (hardware stores), distance selling and contract business. As part of the study, the choice of concentration was consciously made. All buying companies in the bathroom and sanitary trade were filtered out of the customer base and included in the sample. Concentration selection involves consciously concentrating on a part of the population that is considered essential or typical in relation to the subject of the survey. Taking a sample according to the concentration principle means that one draws a sample on the part of the population in which the majority of the elements sought are suspected. These selection procedures are problematic with regard to the representativeness of the results in the samples, since the selection is not based on the probability principle, but on factual considerations. This targeted selection is wanted because this study specifically addresses a submarket.

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Kľúčové slová / *Key Words* ——— social media marketing, social networks, web 2.0, mobile internet, virtual reality, showroom
marketing sociálnych médií, sociálne siete, web 2.0, mobilný internet, virtuálna realita, výstavná miestnosť

JEL klasifikácia / *JEL Classification* ——— M31

Résumé ——— **Význam virtuálnych výstavných miestností pre sanitárny maloobchod**
Málo ktorý iný technický úspech ovplyvnil ekonomiku a spoločnosť tak silne ako internet. Ponúka nielen neobmedzený prístup k takmer všetkým informáciám na svete, ale tiež pomáha spracúvať transakcie rýchlejšie a efektívnejšie. Maloobchod so stavebninami je stále viac pod tlakom v dôsledku lacnejšej konkurencie z internetu a stráca podiel na trhu.

Jedným z riešení je viackanálová stratégia, ktorá zavádza virtuálne aspekty do služieb zákazníkom. V tomto príspevku sa zameriavame na päť hypotéz na skúmanie rozsahu, v akom sa virtuálne výstavné miestnosti využívajú v sanitárnom maloobchode a aké výhody prinášajú spoločnostiam. Cieľom prieskumu medzi 250 sanitárnymi maloobchodníkmi je poskytnúť odpovede na otázky, ako napríklad, či sa využívanie virtuálnych výstavných miestností zvýši a či využitie virtuálnych výstavných miestností šetrí čas v procese poskytovania služieb zákazníkom. Je tiež zaujímavé zistiť, či majú virtuálne výstavné miestnosti pozitívny vplyv na vnímanú spokojnosť zákazníka.

Kontakt na autorov/*Address* ——— Dr. Marcus Diedrich, Diedrichs Creativ-Bad, GmbH, Lehmbachstraße 1, 59969 Hallenberg, Germany, e-mail: info@marcusdiedrich.de
Markus Peplinski, Diedrichs Creativ-Bad, GmbH, Lehmbachstraße 1, 59969 Hallenberg, Germany, e-mail: markuspeplinski@web.de

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TEXT | INGRIDA KOŠIČIAROVÁ, ZDENKA KÁDEKOVÁ

THE CONSUMER BEHAVIOR OF YOUNG SLOVAK CONSUMERS (UNDER THE AGE OF 25) IN THE PRIVATE LABEL MARKET

Consumer behavior, factors affecting the purchasing process of consumers, the process of consumer decision-making, etc. have been the subject of matter of several research projects, papers and studies, but in the field of private labels, this issue has been quite recent. The aim of the present paper was to find out how respondents under 25 years perceive private labels, whether they buy them, are their final users, etc., while we focused mainly on the segment of milk and dairy products. An anonymous questionnaire survey was chosen as the main research method, which was attended by a total of 549 respondents aged under 25 years across Slovakia, which was subsequently supplemented by statistical verification of the formulated hypotheses (a total of twelve hypotheses). Statistical tests such as Pearson Chi-square test, Phi coefficient, Kruskal-Wallis test and Cramer´s V coefficient were used for this verification and they were calculated in the statistical programs of XL Stat and SAS Enterprise Guide. At the end of the paper, there are presented both – the key findings of our research and possible recommendations for the practice.

Introduction ——— The current retail revolution, which as it is reported by the Nielsen Report (2018), has and it will have a significant impact on the food industry around the world is characterized primarily by the development of one global phenomenon, namely private labels (Herstein and Gamliel 2004, Smith and Bashaw 2009, Kakkos et al. 2015) which, very simply explained, represent a strategy of branding traditional brand products with a retailers´ brand (note- private label) using both, his own name or the name/brand he owns (Košičiarová and Nagyová 2014). Despite the fact that private labels do not represent a complete „novelty" that has been on the market for only the last few years (note- their history dates back to the end of the 19th century (Nagyová and Košičiarová 2014), in the current competitive market environment, characterized by great dynamism and intensified competition (Polakevičová 2015, Džupina et al. 2016, Mach et al. 2018, Lorincová et al. 201, Balcarová et al. 2014).
Consumers are currently in an increasingly competitive and dynamic market environment (Mach et al. 2018, Balcarová et al. 2014), where the brand itself is either losing its weight or strengthening it. Here can be seen the possibility for private labels, which can become a perfect alternative to traditional brands, bringing several benefits not only to the consumer and retailer, but also to the supplier himself, especially in increasing his sales volume, lower communication and logistics costs and options to entry new markets (Corstjens and Lal 2000, Collins-Dodd and Lindley 2003, Richardson et al. 1996). While the main advantage for the consumer is the easy identification of private label products, the lower price, respectively the guarantee of authenticity, origin and standard, as well as of comparable quality (Tvrdoň and Přibyl 2004), for the retailer it is the strengthening of image (Liu and Wnag 2008), expanding supply, increasing demand and strengthening customer loyalty (Cheng et al. 2007, Huang et al. 2007, Kita et al. 2013) as well as minimizing the risks associated with the introduction

of new products (Baltas et al. 1997, Sethuraman and Cole 1999) and consolidating its position in the retail market (Lukić 2011). Other possible benefits of private labels for retailers include reduction in advertising costs, the ability to decide on their own pricing policy, the ability to search for and change manufacturers as well as the possibility of achieving higher margins (Hoch and Banerji 1993, Garretson et al. 2002, De Wuif et al. 2005, Ailawadi et al. 2008, Machková 2009), which was also confirmed by Heijn's analysis of 2012.
The mentioned analysis proved the untrue nature of the claim that private labels are not able to earn as much money as a traditional brands (Mills 1995). The opposite is true – the distribution of the average final prices of all products sold in the retail chain to the costs spent on research and development, production costs, marketing and packaging costs, VAT, respectively on producer and merchant margins, the traditional brand product, with a retail price of 5.87 €, earns the retailer 0.5 €, while in the case of a private label where multiple costs are lost, especially the cost of research, marketing and more expensive packaging material, earnings are more than double (Dulíková 2012).
The present paper deals with the issue of private labels, especially in the segment of milk and dairy products, where we have focused on a selected segment of customers, namely consumers under 25 years. The aim of our research is to show what benefits private labels bring, how they can serve as an alternative to the purchase and what important group of customers are consumers under the age of 25 years.

Aim and methodology ——— The aim of the paper was to find out how respondents under 25 years perceive private labels, whether they buy them, are their end users, etc., while we focused mainly on the milk and dairy products segment. An anonymous questionnaire survey was chosen as the main research method, in which a total of 549 respondents from all over Slovakia have participated (Table 1). The sample of respondents can be considered as representative on the 95% confidence level and 5% error margin as n ⩾ 384. The questionnaire survey consisted of a total of 15 questions formulated as closed ones with the possibility of one, respectively multiple responses, one open question where respondents were free to express their opinion and six classification questions.

Category of respondents	Number
Female	364
Male	185
Educational Structure of Respondents	**Number**
Primary education	23
Secondary education without A level	17
Secondary education with A level	226
Univesrity education – Bachelordegree	245
Univesrity education – Masters degree	36
Other	2
Economic Activity of Respondents	**Number**
Student	373
Employed	147
Unemployed	7
Self-employed	13
Maternity leave	9
Retired	
Net Money Income of Households per Month	**Number**
Up to 500 EUR	88
501 – 800 EUR	81
801 – 1,100 EUR	136
1.101 – 1,500 EUR	102
More than 1,501 EUR	142
Place of Residence of Respondents	**Number**
City	345
Countryside	204
Number of household members	**Number**
One member	73
Two members	94
Three members	133
Four members	192
Five members	1
Other	56

Table 1: Characteristics of respondents
Source: authors

Scientific hypothesis ———
For a deeper analysis of the research objectives, the following hypotheses were formulated:
Hypothesis 1: We assume that there is a correlation between buying private labels and the gender of respondents.
Hypothesis 2: We assume that there is a correlation between buying private labels and the net money income of households.
Hypothesis 3: We assume that there is a correlation between buying private labels and the number of household members.
Hypothesis 4: We assume that there is a correlation between the frequency of private labels´ purchase and the gender of respondents.
Hypothesis 5: We assume that there is a correlation between the frequency of private labels´ purchase and the net money income of households.
Hypothesis 6: We assume that there is a correlation between the frequency of private labels´ purchase and the number of household members.
Hypothesis 7: We assume that there is a correlation between the frequency of buying private labels in the category of milk and dairy products and the gender of respondents.
Hypothesis 8: We assume that there is a correlation between whether the respondent is the end user of the purchased private label products and his gender.
Hypothesis 9: We assume that there is a correlation between what private labels evoke in the respondent and his gender.
Hypothesis 10: We assume that there is a correlation between what would lead the respondents to the purchase of private label products and the gender of respondents.
Hypothesis 11: We assume that there is a correlation between the decisive factor in the purchase of private labels and the gender of respondents.
Hypothesis 12: We assume that there is a correlation between what discourages respondents from the purchase of private labels and the gender of respondents.

Statistical analysis ——— The results of the questionnaire survey were verified by means of statistical verification of formulated dependencies, using mainly the methods of Pearsons' Chi-Square Test, Phi Coefficient, Kruskal-Wallis test, Cramer´s V Coefficient, which were calculated in the statistical programs XL Stat and SAS Enterprise Guide. In hypothesis testing, if p-value is lower than significant level, in our case 0.05, null hypothesis is rejected and its alternative is confirmed.

Results and discussion ——— As it was indicated in the introduction, in many cases private labels are considered to be more profitable not only at lower production costs but also at lower costs of research and development, promotion, sales promotion, advertising and physical distribution alone (Kotler and Keller 2007), which is possible mainly due to the use of branded

products as their „model“ or inspiration (Tvrdoň and Přibyl 2004), which subsequently translates into a price and means that a private label trader can charge a lower price for his product while achieving a higher profit margin (Hoch and Banerji 1993, Hanf et al. 1994, Cotterill and Putsis 2000, Nagyová and Košičiarová 2014), respectively which subsequently translates into consumer behavior, as it is often that a lower price attracts more customers.
This is also true for private labels, and especially those on the Slovak market, whose consumption has been steadily increasing, respectively is slightly fluctuating, as it can be seen from the Figure 1 – purchases of private labels by Slovak consumers has recently increased, respectively they have fluctuated, which in our opinion is largely due not only to the lower price of these products, but also to higher confidence in them, eather their ever-increasing quality, which in many cases becomes not only comparable, but also higher than those of traditional brands.
In the present paper, we have focused on the issue of private labels in the segment of milk and dairy products and especially in a selected segment of customers, namely consumers under 25 years, because according to several researches (e. g Polakevičová and Uhríková 2015, Šedík et al. 2018a, Šedík et al. 2018b), they represent potential customers, which can by the time become loyal customers who will prefer the given brand.

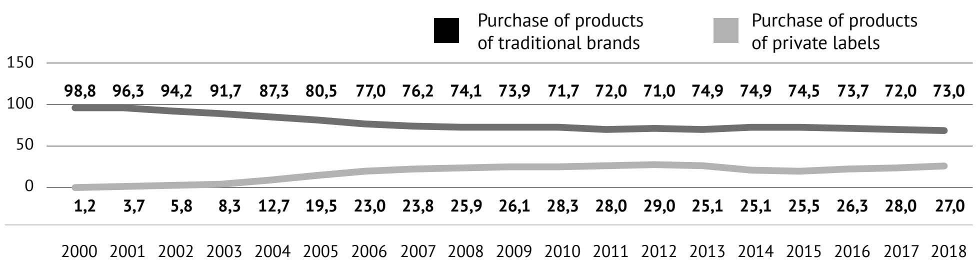

Figure 1: Percentage of purchases of branded products and products sold under private labels in Slovakia
Source: Authors processing according to available sources

As it can be seen from Table 1, the majority of respondents were represented by women (66.3% of respondents), respondents with first degree of higher education (39.2% of respondents), students (67.94% of respondents; note – this was not surprising, as our focus group was under the age of 25 years), households with four members (34.97% of respondents) and net family income over 1.501 € (25.87% of respondents), respectively residents in the city (62.84% of respondents).
As the aim of the paper was to find out how respondents under 25 years perceive private labels, whether they buy them, are their end users, etc., while we focused primarily on the segment of milk and dairy products (note — we have focused on milk and dairy products because of the fact, that many of different studies have shown that private labels are mainly purchased in the categories of milk and dairy products (e.g. research by Košičiarová et al. 2014, Retailmagazin.sk 2018, GfK 2018, Košičiarová et al. 2018 etc.), several questions focused on the issue were formulated in the questionnaire survey.
In terms of purchasing private labelled products, the current situation between potential loyal customers and private label consumers in Slovakia (i.e. among respondents under the age of 25 years, that we have focused on them in the given paper) is favourable, as out of a total number of 549 respondents, 24.41% of respondents buy these products regularly and 57.92% of respondents buy them sporadically. In the case of a exact frequency of purchase, it is possible to say that our respondents buy private labels mainly once a month (31.06% of respondents), respectively multiple times a week (23.19% of respondents); they buy mainly milk and dairy products, respectively mineral waters, lemonades and juices and at least in the categories of frozen semi-finished products, prepared meals and alcoholic beverages (Table 3); whereas in the category of milk and dairy products they buy them on a weekly basis (40.66% of respondents).

Kruskal-Wallis test:	
K (Observed value)	273,479
K (Critical value)	16,919
DF	9,000
p-value (Two-tailed)	< 0,0001
alpha	0,05

Sample	Frequency	Sum of ranks	Mean of ranks	Groups
[milk and dairy products]	549	1173388,000	2137,319	A
[mineral waters, lemonades, juices]	549	1288231,500	2346,505	A,B
sweets	549	1404282,000	2557,891	B,C
[salty snacks]	549	1432002,000	2608,383	B,C
[meat and fishs]	549	1460445,000	2660,191	C
[coffee, tea]	549	1520209,000	2769,051	C
[deli]	549	1531063,000	2788,821	C
[frozen semi-finished products]	549	1710546,000	3115,749	D
[ready meals]	549	1759439,000	3204,807	D
[alcoholic drinks]	549	1793189,500	3266,283	D

Table 2: Results of Kruskal-Wallis test
Source: Authors calculations, XL STAT OUTPUT

Our results largely correspond to the results of TNS Slovakia (TNS 2015) and GFK Slovakia (TASR 2010), respectively our previous studies on the subject, as e.g. Nagyová and Košičiarová (2014), or Košičiarová et al. (2017), which show that Slovaks buy private labels primarily several times a week, respectively once a week; they buy them mainly because of their cost-effectiveness, quality and confidence; and that every Slovak household has „favourite brands" in its regular and regular purchases (TASR 2010).
As the consumer is considered to be the end user, respectively the consumer of the give product (note – unlike the customer, who is considered to be a person who buys goods or services but does not consume them himself) (Bulanda et al. 2018a, Bulanda et al. 2018b, Pilar et al. 2018), the questionnaire survey also looked at whether our respondents are the end users of purchased private label products. Here, it can be unambiguously confirmed that our respondents are consumers of the given products, as they have stated mostly the possibility of yes (up to 39.06% of the respondents) and therefore it is true that respondents, better said the given focus group can really represent potential loyal customers of private labels.
Attracting customers is the primary goal of any business, as the customer creates a demand for goods and services and is very likely to become a loyal consumer who will become loyal to the given business or brand. In doing so, companies compete mainly by promoting and lowering prices to attract the largest customer base (Broučková et al. 2019, Sieglová 2019, Liesková, Petrovčíková 2018, Kenton 2018, Světlík, Bulanda 2019, Kaliji et al. 2014).

Consumer purchasing behavior is a complex process, underpinned by a number of seemingly unrelated variables. Understanding this process is important for the marketing of all supply--side actors, as their incentives can decide in a given situation whether the consumer chooses their product (Vokounová 2019).
Based on the above written, it is necessary to realize what works in the given customer segment, respectively does not work. The results of our research show that while the decisive factor leading to the purchase of private labels is the combination of reasonable price and quality (47.72% of respondents), the decisive factor discouraging from the purchase of private labels is their price, low quality and lack of information about the exact manufacturer (20.04%, 17.12% and 13.84% of respondents), what would influence our respondents to the purchase of private labels is mainly the recommendation from their families and friends (40.62% of respondents), respectively tastings (16.21% of respondents), free samples or more interesting form of promotion (in both cases 15.12% of respondents).
It is very common and it can be said also misconception that the low price is also an indicator of poor quality (Sproles 1977, Völckner and Hofmann 2007, Gabrielsen and Sørgard 2007, Asker and Cantillon 2010). As it was mentioned in the introduction, private labels are often characterized by a low price, which could mean their lower quality. Up to the results of few dTests (4/2020, 2/2020, 11/2019, 9/2019, 9/2017), which have tested the quality of chosen victuals (e.g. chocolate, nuts, tea, preserves and nutrition), the quality of private labels products is in many cases equal to the quality of traditional label products. For this reason, we have asked our respondents how they perceive private label products, what they suggest about them, what is their quality, respectively whether they prefer them on the basis of their purchase and if so, in which product categories this happens.
The results of our research show that young consumers perceive private labels as a suitable alternative to purchase (58.29% of respondents), private labels evoke in them a sense of adequate quality at a reasonable price (59.74% of respondents), they perceive their quality as good or adequate (47.18% of respondents), the quality of private labels is up to their opinion comparable with the quality of traditional brands (16.76% of respondents think so exactly and up to 42.08% of respondents think so rather), up to 26.55% of respondents exactly prefer them in their purchase, and this is particularly the case of categories such as milk and dairy products, food in general and cosmetics.
The last questions in our questionnaire survey focused on the issue, whether our respondents would recommend private label products to other consumers and what they would change on them, if they had that chance. According to our findings, young Slovak consumers would recommend private label products to other consumers (20.95% of respondents has declared the possibility of certainly yes and 46.99% respondents rather yes) and if they had the possibility, they would in particular increase the quality of private label products (28, 96% of respondents), they would change their packaging and made it more attractive and lower their price (in both cases 15.49% of respondents).

Evaluation of tested dependencies

Hypothesis 1: We assume that there is a correlation between buying private labels and the gender of respondents – rejected.
Hypothesis 2: We assume that there is a correlation between buying private labels and the net money income of households – rejected.
Hypothesis 3: We assume that there is a correlation between buying private labels and the number of household members – rejected.
Hypothesis 4: We assume that there is a correlation between the frequency of private labels´ purchase and the gender of respondents – rejected.
Hypothesis 5: We assume that there is a correlation between the frequency of private labels´ purchase and the net money income of households – confirmed.

Hypothesis 6: We assume that there is a correlation between the frequency of private labels´ purchase and the number of household members – rejected.
Hypothesis 7: We assume that there is a correlation between the frequency of buying private labels in the category of milk and dairy products and the gender of respondents – rejected.
Hypothesis 8: We assume that there is a correlation between whether the respondent is the end user of the purchased private label products and his gender – confirmed.
Hypothesis 9: We assume that there is a correlation between what private labels evoke in the respondent and his gender – confirmed.
Hypothesis 10: We assume that there is a correlation between what would lead the respondents to the purchase of private label products and the gender of respondents– rejected.
Hypothesis 11: We assume that there is a correlation between the decisive factor in the purchase of private labels and the gender of respondents – confirmed.
Hypothesis 12: We assume that there is a correlation between what discourages respondents from the purchase of private labels and the gender of respondents – rejected.

In addition to the tested dependencies, it can be stated that although the dependencies 5, 8, 9 and 11 were confirmed, they are weak but statistically still significant (Tables 3 to 6) – the results of Phi Coefficient and Cramer´s V coefficient were in the case of the fifth hypotheses equal to 0.2611 and 0.1306, in the case of eight hypotheses to 0.1950, in the case of ninth hypotheses to 0.1187 and in the case of eleventh hypotheses to 0.1742, which means that even if there is a statistically significant correlation, this correlation is very weak.

Statistic	DF	Value	Prob
Chi-Square	20	37,4326	0,0104
Likelihood Ratio Chi-Square	20	39,5952	0,0056
Phi Coefficient		0,2611	
Contingency Coefficient		0,2526	
Cramer's V		0,1306	

Table 3: Correlation between the frequency of private labels´ purchase and the net money income of households
Source: Results of the research, SAS Enterprise guide output

Statistic	DF	Value	Prob
Chi-Square	3	20,8724	0,0001
Likelihood Ratio Chi-Square	3	21,2857	< 0,0001
Phi Coefficient		0,1950	
Contingency Coefficient		0,1914	
Cramer's V		0,1950	

Table 4: Correlation between whether the respondent is the end user of the purchased private label products and his gender
Source: Results of the research, SAS Enterprise guide output

Statistic	DF	Value	Prob
Chi-Square	2	7,7339	0,0209
Likelihood Ratio Chi-Square	2	7,5911	0,0225
Phi Coefficient		0,1187	
Contingency Coefficient		0,1179	
Cramer's V		0,1187	

Table 5: Correlation between what private labels evoke in the respondent and his gender
Source: Results of the research, SAS Enterprise guide output

Statistic	DF	Value	Prob
Chi-Square	5	16,6665	0,0052
Likelihood Ratio Chi-Square	5	16,8441	0,0048
Phi Coefficient		0,1742	
Contingency Coefficient		0,1716	
Cramer's V		0,1742	

Table 6: Correlation between the decisive factor in the purchase of private labels and the gender of respondents
Source: Results of the research, SAS Enterprise guide output

Conclusion ——— Consumer behavior, factors leading and discouraging to and from the purchase, purchasing and decision-making process of consumers etc. have been of interest to several researchers, but very few research works are aimed at consumers under the age of 25 years, not to mention in the case of private labels. The present paper focused on the issue of private labels, but in a specific segment of customers, namely the young generation of Slovak consumers, i.e. consumers under the age of 25 years who represent potential loyal customers of the given labels, resp. focused on the issue of private labels in the segment of milk and dairy products, as several research work has shown that private labels are mainly purchased in the category of milk and dairy products.

An anonymous questionnaire survey was chosen as the main research method, in which 549 respondents aged under 25 years have participated. The results of our research point to many key findings in the given issue, where it has been shown that our respondents are indeed the end users of the private label products and therefore it is highly likely that they will become loyal customers, on which retailers should focus. Next, that:

√ the decisive factor leading to the purchase of private labels in our focus group is the combination of reasonable price and quality,

√ the decisive factor discouraging from the purchase of private labels is their price, low quality and lack of information about the exact manufacturer,

√ what would influence our respondents to the purchase of private labels is mainly the recommendation from their families and friends, tastings, free samples or more interesting form of promotion.

√ young consumers perceive private labels as a suitable alternative to the purchase, as well as

√ private labels evoke in them a sense of adequate quality at a reasonable price,

√ they would recommend private label products to other consumers and if they had the possibility, they would in particular increase the quality of private label products, change their packaging and made it more attractive and lower their price.

Up to the written, we can conclude, that the quality of private labels products is from day to day increasing, as well as that the boundaries between them and traditional labels are gradually blurring. Customers (not just the young generation) begin to realize that the private label products are a suitable alternative to their purchase. Possibilities of increasing the attractiveness of these products could be based in raising awareness about private labels and their real producers, as well as based on better promotion of these products – mainly by the traditional forms of marketing communication (e.g. tasting, free samples etc.).

In many cases, we have found out, that Slovak consumers still hesitate to buy the private label products, because they do not have any experience with these products, respectively they do not know their real producer. For this reason, the submitted paper can also serve as a tool to raise awareness of both the professional and general public, especially about the existence of private labels, their meaning, advantages and potential pitfalls, as well as it can serve as an example/basis for another research in the given field.

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Kľúčové slová / *Key Words* ——— private labels, respondents under 25 years, milk and dairy products
privátne značky, respondenti vo veku do 25 rokov, mlieko a mliečne produkty

JEL klasifikácia / *JEL Classification* ——— M31, M39

Résumé ——— Spotrebiteľské správanie mladých slovenských spotrebiteľov (vo veku do 25 rokov) na trhu privátnych značiek
Spotrebiteľské správanie, faktory ovplyvňujúce nákupný proces spotrebiteľov, proces spotrebiteľského rozhodovania a pod. boli predmetom záujmu viacerých výskumných prác a štúdií, avšak v oblasti privátnych značiek sa tejto problematike dostáva za dosť až v poslednom období. Cieľom predloženého príspevku bolo zistiť, ako vnímajú respondenti vo veku do 25 rokov privátne značky, či ich nakupujú, sú ich konečným užívateľom a pod., pričom sme sa zamerali predovšetkým na segment mliečnych produktov. Za hlavnú výskumnú metódu bola zvolená metóda anonymného dotazníkového prieskumu, ktorého sa zúčastnilo celkovo 549 respondentov vo veku do 25 rokov v rámci celého Slovenska, ktorá bola následne doplnená o štatistické verifikovanie nami naformulovaných hypotéz (celkovo dvanásť hypotéz). Na uvedenú verifikáciu boli využité štatistické testy, ako Pearsonov Chi-kvadrát test dobrej zhody, Phi koeficient, Kruskal-Wallisov test a Cramerov kontingenčný koeficient V, ktoré boli vyrátané v štatistických programoch XL Stat a SAS Enterprise Guide. V závere príspevku sú prezentované tak kľúčové zistenia vyplývajúce z nášho výskumu, ako i možné odporúčania do praxe.

Kontakt na autorov / *Address* ——— Ing. Ingrida Košičiarová, PhD., Slovak University of Agriculture in Nitra, Faculty of Economics and Management, Department of Marketing and Trade, Trieda A. Hlinku 2, 949 76 Nitra, Slovakia, e-mail: ingrida.kosiciarova@gmail.com
Ing. Zdenka Kádeková, PhD., Slovak University of Agriculture in Nitra, Faculty of Economics and Management, Department of Marketing and Trade, Trieda A. Hlinku 2, 949 76 Nitra, Slovakia, e-mail: zdenka_kadekova@yahoo.com

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BEFORE, DURING, AND AFTER: MARKETING AMID CORONAVIRUS CRISIS

In the aftermath of shock from the rapid spread of coronavirus, its detrimental effects on human lives and wellbeing, there is time to stop for a moment and think consequences. Certainly, the way we used think and project future from past events will be further challenged. Not globalization, digitalization, global warming, migration issues or the rise of nationalism, but a tiny creature no larger than 0.12 microns has dismantled the life we used to know it. Marketers need to return to the roots of marketing literature and review response patterns from events such 1930s crisis, WWII, natural disasters and catastrophes. However, no parallel will quite fit the magnitude and global impact of covidonomics.
Before any crisis occurs, marketers draw response plans, form crisis teams and prepare model bits and pieces for rapid media response. Never we can be fully prepared for the unexpected. Many businesses were left with not knowing what to do when affected by governmental shutdowns, not knowing what to do with a crisis, which is not internally driven. Even more companies forgot to realize a crisis was there. Most companies did not even activate their crisis teams during coronavirus. We need to device measures and ways to get quicker on identifying externally driven critical events and responding to them.
Lot of companies continued for too long with their media campaigns pretending business has been and will be as usual. Most companies forgot to watch for effectiveness and efficiency of their media communication, simply thinking that supporting general public, front line workers and reinforcing governmental measures promoting social distancing is the right thing to do. As much as contributing to charitable and social causes is worth an appreciation during those difficult times, we shall not forget that the purpose of companies is to profitably create and respond to customer needs and wants. Firing most restaurants workers on one day and providing free coffee to healthcare workers on the next one is a response by restaurant operators, which should have received a public disgust rather than a thank you. Pretending business will be as usual while destroying the core competences of one's company is a road to hell. Looking for means to capitalize on core competences profitably under unparalleled circumstances should have been the example of appropriate response to new reality. For instance, finding novel ways of product and service delivery, identifying special applications of company's offerings to fight the risks, developing and quickly introducing products and services, which will meet the needs of consumers locked down in their apartments.
Every crisis ignites emergence of new customer segments. We need to look behind the corner and get ready for what comes next. The situation will surely further polarize distribution of wealth and income. Income affected consumers will restructure their spending and will start to look for alternatives. Some expenses will be delayed, others abandoned altogether. Brand loyalty will be challenged. Purporting non-monetary switching cost will be on a losing wicket. Travel, leisure and household services are likely to be hit the hardest and will not rebound quickly. We might well be heading into an economic crisis, after which 1930's great depression will be presented like a fairytale.
There is no better time than now to go by the classic business rulebook: act now to live well later. Mass-market oriented businesses shall reassess and streamline their brand and product portfolios and improve its affordability. Challenge your cost side. Do not have hopes for go-

vernmental savior programs or public reciprocity. Think your business is a start-up, in spite of having a decades-long tradition. Start-ups fail early and fail often. Don't let your business to become a patient on air ventilation, it is not a living creature. Escalation of the crisis in companies might well be the only way to safeguard their future.

Résumé ——— **Včera, dnes a zítra: Marketing v době koronavirové**
Každá krize je příležitostí k lepšímu poznání sebe sama i druhých, v podnikání je pak impulzem k přerušení inkrementálních inovačních procesů a probuzení dramatické organizační flexibility. Zdravotní koronavirová krize přišla možná znenadání, přestože několik měsíců zjevně číhala na průnik do západního světa. Mnohé podniky ji však jako krizi nevnímají. Nepochopily, že by měly aktivizovat krizové plány jako při požáru nebo havárii. Nejednají podle pravidel krizové marketingové komunikace. Nepochopily, že by od samého počátku měly jednat, jako by byly na pokraji přežití. Inspirujme se proto u pravidel marketingu v době hospodářské recese, nasaďme některá opatření nyní, plánujme pro dobu, kdy dojde k uvolnění společenské distance. Využijme tuto krizi k tomu, abychom byli příště lépe připraveni. I tato krize bezesporu zrodí nové globálně úspěšné byznys modely.

Kontakt na autorov / *Address* ——— doc. Ing. Pavel Štrach, Ph.D., Ph.D., ŠKODA AUTO Vysoká škola o.p.s., Katedra marketingu a managementu, Na Karmeli 1457, 293 01 Mladá Boleslav, Česká republika, e-mail: pavel.strach@savs.cz

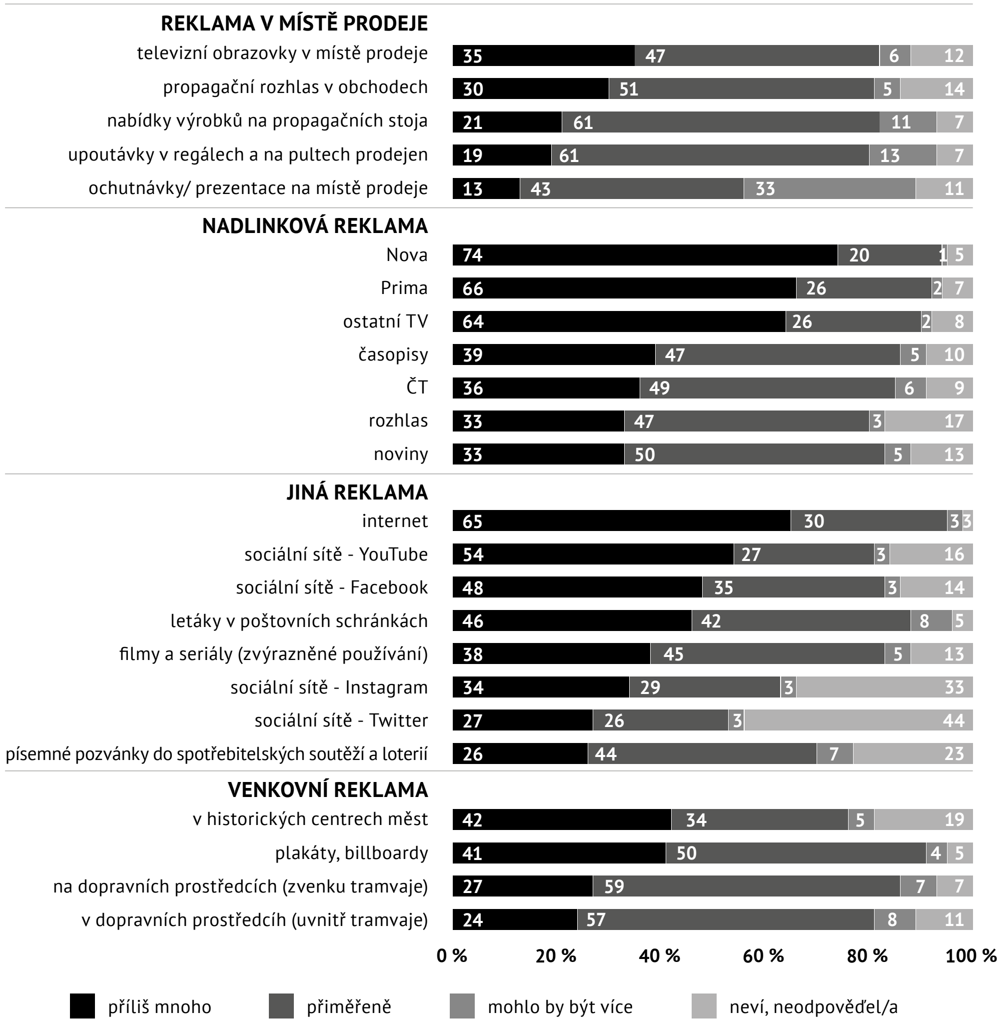
ČEŠI A REKLAMA 2020

Česká marketingová společnost vydala tlačovú informáciu, ktorá obsahuje výsledky pravidelného prieskumu zameraného na postoje českej verejnosti k reklame. Z metodiky prieskumu vyplýva, že cieľovou skupinou bola online populácia Českej republiky vo veku nad 15 rokov, metódou zberu údajov bol CAWI Omnibus ppm factum, dáta sa zbierali v čase 10. 1. – 16. 1. 2020. Realizoval sa kvótový výber so stanovením kvót na pohlavie, vek, vzdelanie, veľkosť miesta bydliska a región. Vzorku tvorilo 1000 respondentov. Zadávateľom výskumu bola Česká marketingová společnost (ČMS), POPAI CE a České sdružení pro značkové výrobky (ČSZV). Prieskum realizovala výskumná agentúra ppm factum research.
Autorka a zakladateľka výskumu Jitka Vysekalová, prezidentka ČMS sa k výskumu vyjadrila: „Výzkum probíhá pravidelně každoročně od roku 1993, v letošním roce proběhla již 37 vlna tohoto šetření. V prvních letech byl výzkum realizován vícekrát ročně, takže teoreticky jsem se mohla s některými novináři setkat již po třicáté sedmé. Základní výzkumné otázky zůstávají stejné, ale postupně zařazujeme aktuální témata odpovídající vývoji a významu reklamy nejen jako součásti marketingového mixu, ale důležitého společenského jevu."

Základní zjištění
√ Češi jsou nejvíce obtěžováni intenzitou reklamy v komerčních TV stanicích (v první řadě na Nově, tři čtvrtiny Čechů) a na internetu (dvě třetiny Čechů) a sociálních sítí (YouTube a FB). Rozdíl mezi komerčními televizemi a internetem není výrazný.
√ Nejlepší situace je z hlediska přesycenosti reklamou na ČT, v rozhlase a letos též v novinách.
√ Nejpozitivněji je přijímána reklama v místě prodeje, zvláště pokud jde o ochutnávky a různé prezentace.
√ Oproti předchozím letům je vyšší podíl lidí, kterým reklama při nákupu pomáhá (téměř polovina). Výrazné rozdíly v populaci nejsou, nicméně reklama je více nápomocná ženám, mladším generacím a lidem se základním vzděláním. Rovněž téměř polovina populace přiznává nákup na základě reklamy
√ Reklamní bloky, přerušující TV pořady jsou tím, co z dotazovaných formátů reklamy obtěžuje největší podíl české veřejnosti (více než 4 lidi z 5 obtěžují).
√ Dokonce téměř 9 z 10 Čechů by zakázalo reklamní bloky v průběhu dětských pořadů
√ Reklama by měla nést zejména tyto atributy: pravdivá, srozumitelná, bez násilí a důvěryhodná. Obsazení známé nebo významné osobnosti není pro jednu třetinu Čechů důležité.
√ Reklama na cigarety stále vyvolává nejvíce negativních reakcí. Poněkud větší tolerance panuje vůči reklamě na alkoholické nápoje, přičemž se výrazně projevují rozdíly podle typu nápoje. Nejtolerantnější jsme stále k reklamě na pivo.
√ Pobouření a naprostý zákaz reklamy s erotickými a sexuálními motivy opět projevila minimální část populace (4%), dalším 11% se nelíbí, ale nevyžadují zákaz.
√ Dle postojů k reklamě můžeme rozdělit českou populace na 5 segmentů, ve kterých dochází ke změnám.

Podívejme se podrobněji na aktuální výsledky z ledna 2020
• Kde jsou lidé reklamou nejvíce přesyceni?

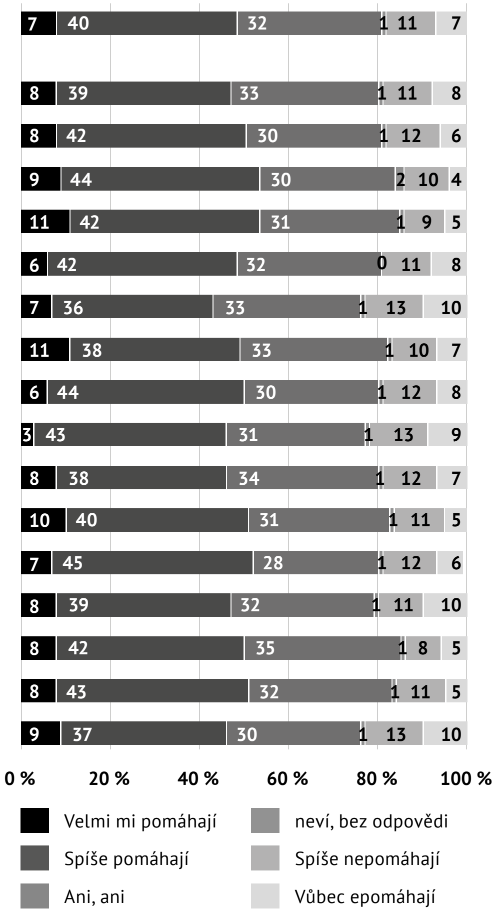
PŘESYCENÍ REKLAMOU (data v %, n=1000)



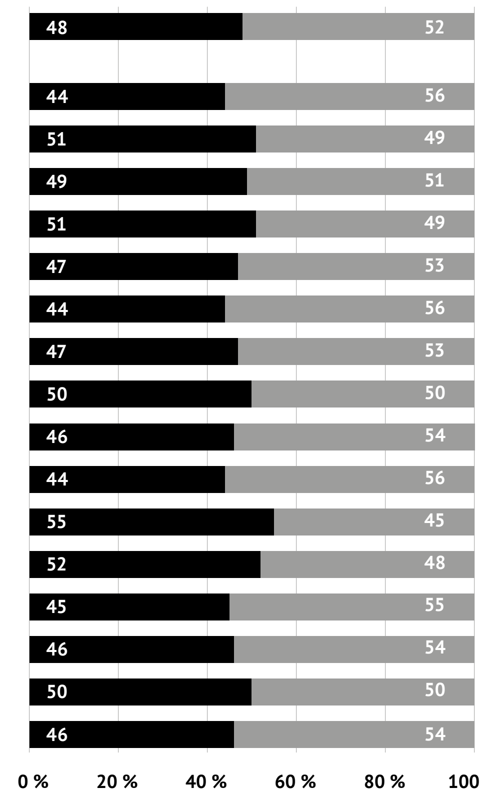
√ Nejvíce jsou lidé přesyceni reklamou v komerčních televizích a na internetu. Podobně jako v minulých letech panuje přesvědčení, že ze všech mediatypů je nejvíce zahlcená reklamou TV Nova.
√ Přesycenost reklamou na sociálních sítích kontinuálně stoupá. To souvisí obecně s jejich narůstajícím využíváním, ale i s typem letošního online šetření.
√ Reklama v místě prodeje je trvale vnímána benevolentně – třetinou populace je vítána (ochutnávky a prezentace).

• Reklama jako zdroj informací a nákup na základě reklamy

DEKLAROVANÁ POMOC INFORMACÍ Z REKLAMY PŘI NÁKUPNÍM ROZHODOVANÍ (data v %, n=1000)

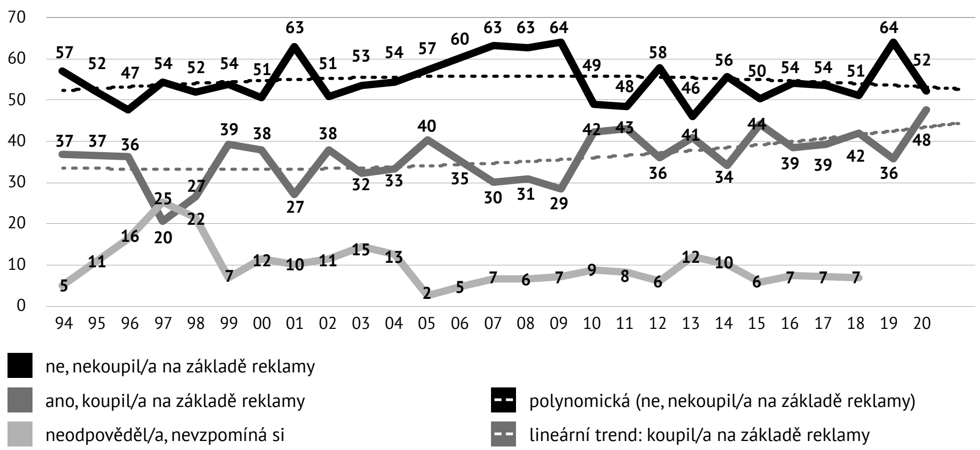


NÁKUP NA ZÁKLADĚ REKLAMY (data v %, n=1000)



√ Deklarovaná pomoc informací z reklamy při nákupu odpovídá procentu těch, kteří přiznávají nákup na základě reklamy. Více se cítí být ovlivněny ženy, mladí lidé a obyvatelé menších měst.
√ Nákup na základě reklamy přiznává téměř polovina populace. Ve srovnání s minulým rokem stoupl podíl lidí, kteří nákup na základě reklamy přiznávají.
√ Dlouhodobě se podíl těch, kteří nákup na základě reklamy přiznávají pohybuje mezi 30-40%. V letošním roce stoupl na 48%.
√ Reklamy, které ovlivnily nákup se nejčastěji týkaly potravin, kosmetiky a drogerie, elektroniky a spotřebičů. Konkrétně byly jmenovány značky Kaufland, Lidl, Nivea, Iphone, Phillips, Kofola, Coca-Cola. Reklamu zaznamenali na internetu, v televizi, letácích, sociálních sítích.

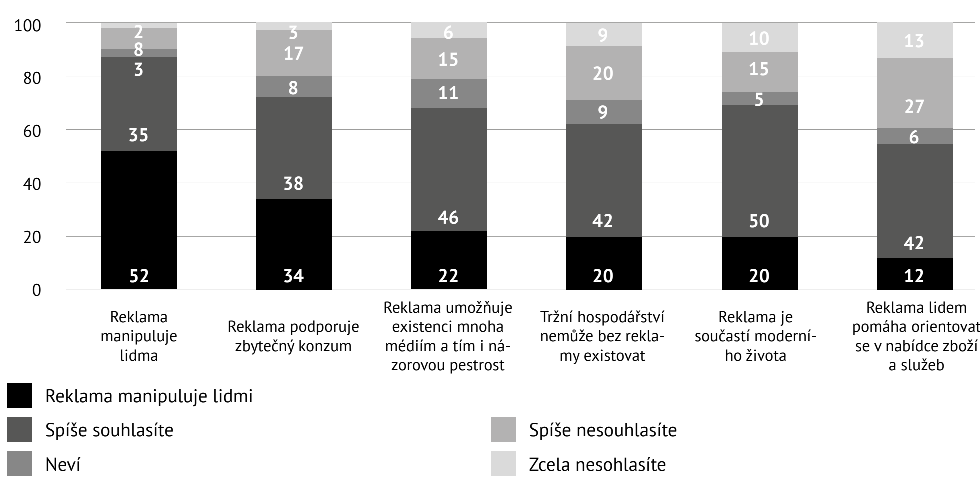
NÁKUP NA ZÁKLADĚ REKLAMY: VÝVOJ (data v %)



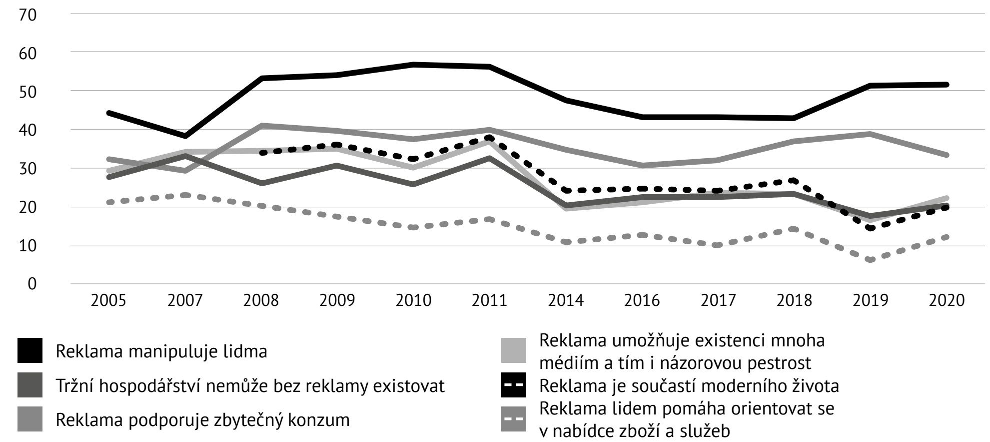
Jitka Vysekalová říká: „Nákup na základě reklamy, či přesněji ochota přiznat takový nákup, se od roku 1994, jak vidíme z grafu,(hodnoty odpovědí „ano, koupil/a/ jsem na základě reklamy“) pohybovaly v průměru mezi 30-40% (nejvíce to bylo 44%). Dlouhodobě platí, že lidí, kteří se zdráhají přiznat ovlivnění reklamou je více, než těch, kdo se k němu přiznávají. Zastoupení obou skupin od roku 2010 do loňského šetření oscilovalo na stejné hladině, v letošním roce se zvýšil podíl těch, kteří nákup na základě reklamy přiznávají na 48%.
Důležité je si uvědomit, že jde o tu část populace, která si nákup ovlivněný reklamou uvědomí a je ochotna ho přiznat. Lze přepokládat, že řada lidí si vlivy reklamních sdělení neuvědomuje a další část není ochotna je přiznat ani sobě a už vůbec ne druhým. „Já přece nejsem ten hlupák, kterého reklama ovlivní“. Jinak to je u druhých, jak vidíme z odpovědí na další otázku, zda reklama manipuluje lidmi. Tam je to rázem 90%.“

Jak se vyvíjejí názory na společenskou roli reklamy?

SPOLEČENSKÁ ROLE REKLAMY (data v %, n=1000)



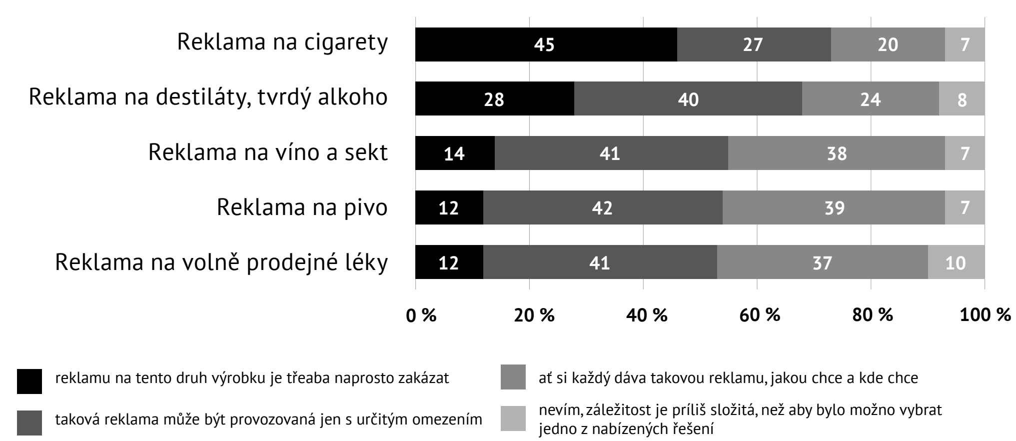
SPOLOČENSKÁ ROLE REKLAMY (ZCELA SOUHLASÍM): VÝVOJ



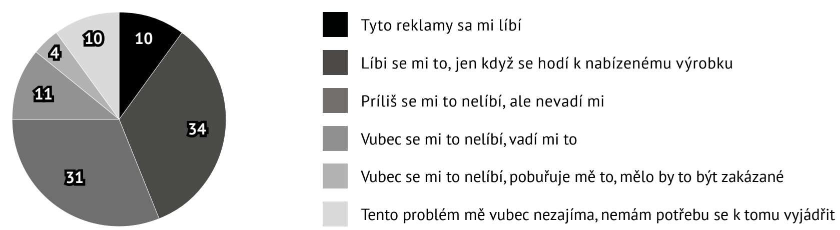
√ Postoje k roli reklamy ve společnosti zůstávají ambivalentní. Část populace si uvědomuje důležitost reklamy pro ekonomiku i média, ale vidí i její negativní dopady.
√ Na stejné úrovni zůstává procento těch, kteří jsou přesvědčeni o manipulativní roli reklamy.
√ Oproti minulému šetření došlo k nárůstu u většiny pozitivních atributů, tj. že reklama patří k modernímu životu, je nezbytnou součástí ekonomiky a pomáhá nám při výběru zboží.
√ Pokles je patrný u názoru, že reklama podporuje zbytečný konzum.

Kontroverzní témata v reklamě
Jitka Vysekalová: „Mezi citlivá témata patří postoje k reklamě na cigarety, alkohol, nezdravé potraviny a volně prodejné léky, které sledujeme již řadu let. Pokud jde o alkohol, liší se postoje k reklamě na tvrdý alkohol a pivo a víno. Stále ještě jen relativně malé procento lidí vyžaduje naprostý zákaz reklamy na volně prodejné léky. Naprosto zakázat by si lidé stále nejčastěji

OSOBNÍ POSTOJE K NEVHHODNÝM TÉMATŮM V REKLAMÁCH (data v %, n=1000)



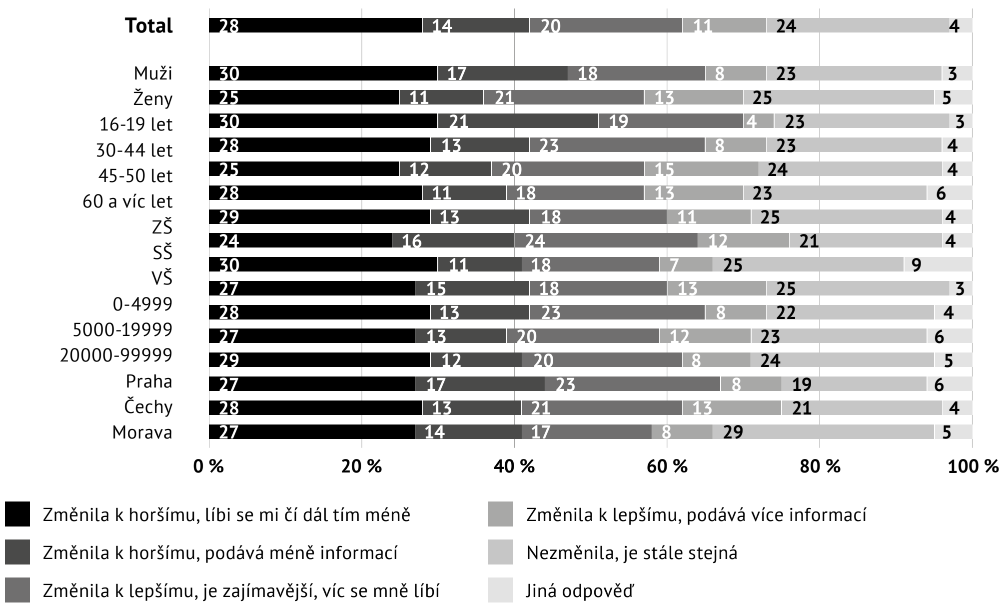
VHODNOST POUŽÍVÁNÍ SEXUÁLNÍCH A EROTICKÝCH MOTIVŮ (data v %, n=1000)



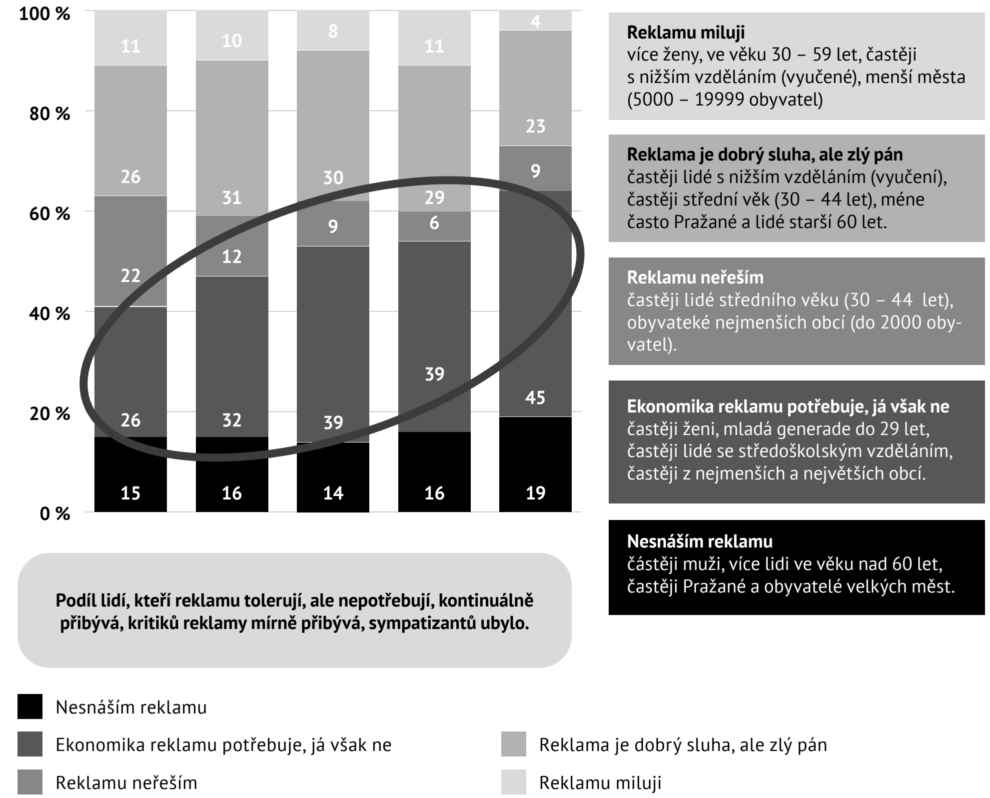
přáli reklamu na cigarety. Reklama na pivo je stále tolerovaná i když klesl počet těch, kteří jí dávají naprostou volnost. Češi jsou stále velmi tolerantní k reklamě na volně prodejné léky, zakázalo by ji jen 12%, stejně jako na pivo. Pobouření a naprostý zákaz reklamy s erotickými a sexuálními motivy opět projevila minimální část populace (4%), dalším 11% se nelíbí, ale nevyžadují zákaz. Signifikantní rozdíl mezi muži a ženami.

• Jaká by reklama měla být

„Tuto otázku jsme pokládali od poloviny devadesátých let až do roku 2007 a protože se odpovědi řadu let neměnily, v posledních letech jsme ji vynechali. Lidé stále od devadesátých let preferovali reklamu pravdivou, důvěryhodnou, srozumitelnou, která jim podá informace o výrobku. Pokud to navíc bude vtipným a zajímavým způsobem, o to lépe. Zajímalo nás, zda se za poslední léta pohled a požadavky na reklamu změnily, takže jsme v loňském roce dotaz znovu zařadili. Na změnu by mohl mít vliv i výběrový soubor – online populace. Jak vidíme z výsledků, neměl, ani v loňském, ani v letošním roce. Stále je preferována reklama, která podává pravdivé informace srozumitelnou a příp. i originální formou. Slušnost, nevtíravost, nevyužívání násilí a originalita patří k dalším žádaným atributům", říká autorka výzkumu Jitka Vysekalová.



SEGMENTACE DLE POSTUPŮ K REKLAMĚ



• Jak se reklama změnila

V loňském roce jsme do výzkumu také zařadili otázku, zda se dle názoru dotázaných reklama v poslední době změnila k lepšímu, či horšímu. Čím dál tím méně se líbí reklama 28% (loni 27%) dotázaných a dalších 14% uvádí, že se změnila k horšímu, protože podává méně informací. Celkem 31% vidí změnu k lepšímu, považují reklamu za zajímavější a část je i více spokojena s množstvím informací, které podává. 24% žádnou změnu nepozoruje. K současné reklamě jsou kritičtější muži a nejmladší věková kategorie.

• Můžeme udělat „přihrádky" na lidi podle postojů k reklamě?

Pavel Trousil (ppm) říká: „Postoje k reklamě rozdělují českou populaci na 5 segmentů, ve kterých dochází v posledních letech ke změnám. Lidí, kteří reklamu tolerují a uznávají její potřebnost pro ekonomiku, ale nepotřebují ji osobně, kontinuálně přibývá, rovněž mírně přibývá kritiků reklamy a ubylo milovníků reklamy.

Reklama je součástí našeho života a vědět jak působí, je či mělo by být samozřejmou součástí této komunikace. Data z našeho dlouhodobého výzkumu zařazující reklamu do širších společenských souvislostí k tomuto poznání přispívají. I když většina výsledků výzkumu neznamená „šokující přelom" v názorech lidí, jsou uvedená zjištění důležitá pro pochopení celkového vývoje marketingových komunikací a východiskem pro další podrobnější analýzy.

SÚŤAŽ PROKOP 2019

PROKOP je prestížnou súťažou najlepších PR projektov na Slovensku, ktorú od roku 2010 vyhlasuje a organizuje Asociácia public relations na Slovensku (APRSR) v spolupráci s odborným mesačníkom Stratégie. Public relations sa čoraz viac stáva dôležitou súčasťou komunikačného mixu a ocenenie PROKOP dáva možnosť predstaviť zaujímavé, kreatívne a inovatívne PR kampane, uskutočnené na Slovensku v aktuálnom roku.
Podľa štatútu je cieľom súťaže PROKOP prostredníctvom odbornej poroty ohodnotiť najlepšie pôvodné PR projekty, realizované na Slovensku v priebehu uplynulého roka domácimi špecializovanými agentúrami. Kritériami súťaže sú inovatívnosť, kreativita a realizácia PR projektu s prihliadnutím na preukázateľné výsledky.
O prácach rozhodovala 12-členná porota zložená z osobností public relations a špecialistov. Slávnostné odovzdávanie cien sa uskutočnilo 23. januára 2020 vo Vodárenskom múzeu v Bratislave.
V súťaži sa projekty hodnotili v hlavných kategóriách: corporate communications; business to business PR; business to consumer PR; community relations; internal communication; krízová komunikácia/issues management; politická komunikácia, politické PR, public affairs; digital and social media a v špeciálnych kategóriách: best media placement; regional community relations; event PR; spoločenská zodpovednosť, filantropia a PR pre neziskové organizácie.

Najlepšie hodnotenými v 10. ročníku súťaže PROKOP sa v jednotlivých kategóriách stali:

corporate communications
1. miesto
Projekt KAMILKA/Kofola ČeskoSlovensko v spolupráci s 1st Class Agency/Kofola ČeskoSlovensko
2. miesto
ESET Science Award/Seesame, s. r. o./ESET a Nadácia ESET

business to business PR
1. miesto
Pripravte sa na eKasu/O2 Slovakia/O2
1. miesto
Metro Zero Waste/AMI Communications Slovakia, s. r. o./Metro Cash & Carry
3. miesto
Technology explained: Watch IT now/Seesame, s. r. o./Soitron

business to consumer PR
1. miesto
#Nebuďpirát/Seesame, s. r. o. v spolupráci s Elite Solutions, Zenith Optimedia/O2 Slovensko
2. miesto
Sloboda je v tebe/Zaraguza v spolupráci s Wavemaker, Eva Taráčová, G82/Slovenská sporiteľňa
2. miesto
IKEA – Spánková revolúcia/Seesame, s. r. o./IKEA Bratislava, s. r. o.

3. miesto
Ruku hore za toleranciu, Slováci/PR Clinic v spolupráci s Triad Advertising/Absolut
3. miesto
Čo nosia baletky, keď sú bez špičiek?/PRime time/CCC Slovakia, s. r. o.

community relations
1. miesto
Prijateľní.sk/SKPR Strategies, s. r. o. v spolupráci s Respect APP, GoodIdeas/OZ Divé maky
2. miesto
Hrášková polievka/Lidl Slovenská republika v spolupráci s Wiktor Leo Burnett/Lidl Slovenská republika
2. miesto
Zimička už prišla/Seesame, s. r. o./OZ Vagus
3. miesto
Vráť sa.sk/Seesame, s. r. o./LEAF

internal communication
1. miesto
Dress Release/Wiktor Leo Burnett v spolupráci s Poštová banka, a. s./Poštová banka, a. s.
2. miesto
Interné vlogy CEO Slovenskej sporiteľne Petra Krutila/Crossline, s. r. o./Slovenská sporiteľňa, a. s.
3. miesto
Zažite, aké je to byť iný na vlastnej koži/Slovak Telekom, a. s. v spolupráci s Casual, Eduma, n. o./Slovak Telekom, a. s.

krízová komunikácia/issues management
1. miesto
Daň z potravín/1st Class Agency v spolupráci s Respect APP/Slovenská aliancia moderného obchodu
2. miesto
Výpadok mobilnej siete 10.5.2019/Slovak Telekom, a. s. v spolupráci s casual/Slovak Telekom, a. s.
3. miesto
Benzín E10 neohrozí autá/Dynamic Relations 2000, s. r. o./Združenie pre výrobu a využitie biopalív

politická komunikácia, politické PR, public affairs
1. miesto
Nekur fejky/Neopublic, s. r. o./Slovenské združenie pre značkové výrobky

digital and social media
1. miesto
Checkbot/Seesame, s. r. o./Seesame
2. miesto
Hokejový chlieb/Lidl Slovenská republika/Lidl Slovenská republika
2. miesto
Hyundai so ženami, proti predsudkom/THIS IS LOCCO/Hyundai
3. miesto
Konečne to počujete aj vy/Mayer/McCann Erickson/The Coca-Cola Company

3. miesto
Chatbot Ako sa máš?/PS:Digital v spolupráci s BBDO/Liga za duševné zdravie

best media placement
2. miesto
SME Moderní/Wavemaker v spolupráci s SME Creative/Slovenská sporiteľňa, a. s.
2. miesto
#SmeSpecial – Slováci na Svetových hrách v Abú Zabí/SKPR Strategies, s. r. o./Špeciálne olympiády Slovensko

regional community relations
2. miesto
Na východe nič nového? Kampaň Nekur fejky/Neopublic, s. r. o./Slovenské združenie pre značkové výrobky

event PR
1. miesto
Pohoda BEZ/Zaraguza v spolupráci s Wavemaker, Promea Communication/Slovenská sporiteľňa, a. s.
2. miesto
Druhý život pneumatík – bludisko/AMI Communications Slovakia, s. r. o./Continental Barum, s. r. o.
3. miesto
S Continentalom na Tour de France/AMI Communications Slovakia, s. r. o./Continental Barum, s. r. o.

spoločenská zodpovednosť, filantropia a PR pre neziskové organizácie
1. miesto
#OciPrePlac/Oliver agency v spolupráci s Getlike/Not in our town, Post Bellum
2. miesto
Adoptuj si posteľ/Elite Solutions, s. r. o./Depaul Slovensko
3. miesto
Nepočujúce dieťa/PRime time v spolupráci s Mayer McCann Erickson/Nadačný fond Telekom pri Nadácii Pontis

Všetky najlepšie hodnotené kampane si je možné pozrieť na webovej stránke súťaže http://www.prokop.online.

FOTR, JIŘÍ AND SOUČEK, IVAN, 2020. SCÉNÁŘE PRO STRATEGICKÉ ROZHODOVÁNÍ A ŘÍZENÍ/SCENARIOS FOR STRATEGIC DECISION-MAKING AND MANAGEMENT.

PRAGUE: GRADA PUBLISHING. 235 P. ISBN 978-80-271-2020-8.

The social and economic reality is more and more complex and complicated, particularly, because of the results of scientific-technological development and their almost instant introduction in manufacturing, production and consumption, and so, in the near future, we will face even more complicated relationships, links, structures and dependences on the national as well as global scale. But how to take a look behind the curtain of everyday life, how to look at the near and distant horizon and make a qualified guess what awaits the human race there, in what direction will the segment of life we are most interested in move?
Grada Publishing is committed to bring, at least, a partial answer to these questions in its new publication focused on prediction and creation of possible future scenarios. Primarily, in the economic sphere, but as the authors mention in many places, the analysed methods can be used in many other areas. Dean Brabec formulates the initial idea in the foreword: „Strategy is an exponential function, ability to respond to changes caused by new technologies and demands of customers. The companies able to work with the future best practice and create a new ecosystem will multiple their profits up to eight times, and, on top of that, significantly reduce business risk. The proof is the convergence of industries, commoditization of products, customers of the new generation, individualization, new technologies. Imagine the new world as one large ecosystem formed by clouds communicated with each other without the need for any human intervention".
Eight chapters full of factual information gradually engage the reader in the method of the creation of scenarios for the future. In their approach, the authors can´t hide they are university teachers – their presentation is thematically clearly sorted out, accompanied with facts and a summary of the key findings in the end of each chapter; and what we should especially appreciate is the number of concrete examples of actually existing scenarios. The scenarios are just the tool reducing the risk of uncertainty from the future development. They come out of the knowledge that many uncertainties of the future development have the character of discontinuations, i.e., certain turning points which can be predicted only with a difficulty. So, they can be threats on the one hand, but on the other hand, also a perfect opportunity for the dynamic development; at the same time, the thoughts reflect the awareness of the relevant trends in the socio-economic reality. Therefore, we should get ready for the future in the form of alternative scenarios allowing us to include into our considerations about the future various quantifiable phenomena, which decrease the error rate in prediction.

The scenarios enable to create variant solutions for a possible, highly probable development. The authors show the main typology of scenarios (visionary, deciding, global, local, industry-related, specific, characterized by the duration of the planning horizon, etc.). It is beyond doubt that alternative scenarios can reduce risks in the creation of development strategies, investment decision making and strategic planning. It is obvious that these types of scenarios alone can´t guarantee the correct decision-making. However, the authors show some examples of the creation and use of scenarios in the US, France and in the Shell company, which indicate their practical and strategic significance in the managerial decision-making processes.
Characterizing the standard methods used in their creation, they formulate 8 steps:
• Specification of the problem and goals of solving the problem.
• Selection of participants in their creation.
• Identification of driving forces.
• Creation of scenarios with the use of matrixes.
• Concepting, naming and executing stories of scenarios.
• Communication and presentation of scenarios.
• Testing their consistency.
• Monitoring the surroundings and updating these scenarios.

They pay attention to some other methods of their creation, to the quality and sources of input information and data collection methods including their possible presentations to the target groups the near development will apply to most and who also have most chances to influence their future implementation.
The next chapters demonstrate, on the real examples, the benefits of skilfully executed scenarios in different areas of the life of the society in both the economic and social sphere: reducing risks of natural catastrophes in South Australia, protecting land against flooding – the UK, the Netherlands, protecting ecosystems in Virginia, future development of the city of Ostrava, development of the British power industry, defence of the state, future of the pharmaceutical industry, development in logistic systems, investment schemes in large companies, strategic planning in refinery companies, possible forms of car manufacturer development in Brazil. The mentioned practical examples prove that the scenarios are successfully used in many areas – often quite different ones. This is confirmed by the chapter 7 focused on the application of possible development scenarios at the level of countries – use of the land in New Anglia – USA, energy changes in Germany, development of consumption and prices of oil – Shell, AIDS development in Africa.
The last chapter summarized the pluses and negatives of scenario creation. The authors agree that for marketing, and, particularly, marketing communications, it is absolutely vital to change the mental models of managers whose thinking usually concentrates on the phenomena and processes going on in their organization and neglect the essential factors of the environment. Managers typically lack prospect and interdisciplinary thinking, the thinking based on considering future uncertainties, on the ability to perceive changes, interpret them and promptly respond to them. And this is exactly what the thinking paradigm in this area of managerial activities as a part of corporate culture should be like.
The reviewed book brings many new thinking stimuli, doesn´t overlook the complexity and obstacles of creating scenarios for the development in the future in various spheres of the life of the society; however, it is also a very inspirational information source about possible ways to reduce the level of uncertainty about the future development. At the same time, on the horizon there appears a new important assistant to have a say in the writing of future scenarios – artificial intelligence.

DICTIONARY OF USEFUL MARKETING TERMS

L

line extension | *rozšírenie* ——— The line extension was an effective strategy as the brand was strong and customers could buy more products from the company. | *Rozšírenie linky bolo účinnou stratégiou, pretože značka bola silná a zákazníci si mohli kúpiť viac produktov od spoločnosti.*

line management | *líniový manažment* ——— Line management is responsible for managing employees on a day to day basis. | *Líniový manažment zodpovedá za každodenné riadenie zamestnancov.*

line manager | *líniový manažér* ——— Jane as line manager found suddenly herself tasked with a great deal of responsibility. | *Jane ako líniová manažérka sa náhle ocitla v úlohe s veľkou zodpovednosťou.*

list | *zoznam, zostaviť zoznam, zalistovať* ——— The HR manager has drawn up a list of candidates that she would like to make an interview. | *Manažérka ľudských zdrojov zostavila zoznam kandidátov, s ktorými by chcela urobiť pohovor.*

listen | *počúvať* ——— She listened as hard as she could, but she could not hear a word of what he said over all that noise. | *Počúvala tak usilovne, ako len dokázala, ale pri tom všetkom hluku nemohla počuť ani slovo z toho, čo hovoril.*

listening share | *podiel počúvanosti* ——— That radio has hit its biggest share on the market – its listening share hit 48.1 %. | *Toto rádio dosiahlo svoj najväčší podiel na trhu - jeho podiel počúvanosti dosiahol 48,1 %.*

load | *náklad* ——— The laborer lifted the load onto his shoulders. | *Robotník zodvihol bremeno na svoje plecia.*

lobby | *lobby* ——— The proposed new law is supported by the oil lobby. | *Navrhovaný nový zákon podporuje ropná lobby.*

local | *miestny, domáci* ——— When travelling abroad we always have dinner at a local restaurant. | *Pri cestách do zahraničia si vždy dáme večeru v miestnej reštaurácii.*

local market | *domáci trh, miestny trh* ——— Local markets can serve to amplify aspects of local culture. | *Miestne trhy môžu slúžiť na posilnenie aspektov miestnej kultúry.*

local media | *miestne médiá* ——— What are the reasons why local media should be important for your company? | *Aké sú dôvody, prečo by miestne médiá mali byť pre vašu spoločnosť dôležité?*

location | *poloha, umiestnenie* ——— Choosing a good location for your business can ensure that you get the most customers to visit you in a short time. | *Výber vhodného umiestnenia pre vašu firmu môže zabezpečiť, aby vás v čo najkratšom čase navštívilo čo najviac zákazníkov.*

logic | *logika, logický* ——— There is no logic in your reasoning. | *Vo vašom odôvodnení nie je žiadna logika.*

logistical | *logistický* ——— Delays in production have caused serious logistical problems. *Oneskorenie výroby spôsobilo vážne logistické problémy.*

logistics | *logistika* ——— About 4% of their turnover went to paying for logistics and distribution. | *Asi 4 % z ich obratu smerovali na zaplatenie za logistiku a distribúciu.*

logo | *logo* ——— The sponsor's logo is displayed at every entrance to the stadium. | *Logo sponzora je umiestnené pri každom vchode na štadión.*

long | *dlhý* ——— After a long, awkward pause someone asked a question. | *Po dlhej, nepríjemnej pauze niekto položil otázku.*

long lease | *dlhodobý prenájom* ——— Instead of building a new house they decided to take an office building on a long lease. | *Namiesto výstavby nového domu sa rozhodli vziať si kancelársku budovu na dlhodobý prenájom.*

long-life | *dlhá životnosť* ——— Long-life batteries perform especially well in devices with constant and low energy needs. | *Batérie s dlhou životnosťou fungujú obzvlášť dobre v zariadeniach s konštantnou a nízkou spotrebou energie.*

long-standing | *dlhodobý* ——— The United States and Japan have a long-standing agreement that defines the rights and responsibilities of both nations. | *USA a Japonsko majú dlhodobú dohodu, ktorá definuje práva a povinnosti oboch krajín.*

long term | *dlhodobý* ——— Long term debts such as mortgages can be repaid many years later. *Dlhodobé dlhy, ako sú hypotéky, je možné splatiť o mnoho rokov neskôr.*

look | *pozerať, vyzerať, skúmať* ——— That dress looks nice on Julia. | *Tie šaty vyzerajú na Júlii dobre.*

look at | *pozerať na* ——— I wish you'd look at me when I am speaking to you. | *Prial by som si, aby si sa na mňa pozeral, keď s tebou hovorím.*

look for | *hľadať* ——— Tim is often looking for his keys. | *Tim často hľadá svoje kľúče.*

look forward to something | *tešiť sa na* ——— I am looking forward to meeting you soon. | *Teším sa na skoré stretnutie s vami.*

look into | *skúmať, preskúmať, šetriť, prešetriť* ——— A famous journalist will look into the reasons for the government's decision. | *Slávny novinár preskúma dôvody rozhodnutia vlády.*

look up | *vyhľadať* ——— Have you looked it up in the dictionary yet? | *Už ste si to vyhľadali v slovníku?*

loose | *voľný* ——— A few loose sheets of paper were lying around. | *Okolo ležalo niekoľko voľných listov papiera.*

lorry | *nákladné auto* ——— The accident involved two cars and a lorry. | *Nehoda sa týkala dvoch áut a nákladného automobilu.*

lorry-load | *zaťaženie nákladného auta* ——— They delivered three lorry-loads full of medical aid. | *Dodali tri nákladné vozidlá plné lekárskej pomoci.*

lose | *stratiť, prehrať* ——— At least 200 employees will lose their jobs if the factory closes. *V prípade zatvorenia továrne stratí prácu najmenej 200 zamestnancov.*

loss | *strata* ——— She suffered a gradual loss of memory. | *Trpela postupnou stratou pamäti.*

low | *nízky* ——— People in that segment are living on relatively low incomes. | *Ľudia v tom segmente majú relatívne nízke príjmy.*

low-alcohol | *s nízkym obsahom alkoholu, nízko alkoholický* ——— More and more women enjoy drinking of low-alcohol drinks. | *Stále viac žien si užíva pitie nízko alkoholických nápojov.*

low-calorie | *nízko kalorický, s nízkym obsahom kalórií* ——— Most of the content of life style magazines is about low-calorie foods in association with health and beauty products. | *Väčšina obsahu časopisov o životnom štýle sa týka potravín s nízkym obsahom kalórií v spojení s výrobkami na podporu zdravia a krásy.*

low-cost | *nízko nákladový* ——— The 1990s saw a huge increase in the numbers of low-cost airlines. | *V 90. rokoch došlo k obrovskému nárastu počtu nízko nákladových leteckých spoločností.*

low-grade | *nízko stupňový, nie dôležitý, nekvalitný* ——— Women were forced to accept low--grade jobs. | *Ženy boli nútené prijať nekvalitné pracovné miesta.*

low-paid | *málo platený, nízko príjmový* ——— Globalization has turned unskilled, low-paid workers into the international workforce. | *Globalizácia zmenila nekvalifikovaných málo platených pracovníkov na medzinárodnú pracovnú silu.*

low-price | *nízka cena, lacný* ——— Hypermarkets bombard their customers with many low-price offers. | *Hypermarkety bombardujú svojich zákazníkov mnohými lacnými ponukami.*

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PUBLICITY AS A TOOL OF PR ACTIVITIES WITHIN CSR CONCEPT IN FOOD ENTERPRISES IN SLOVAKIA

THE DROPOUT IN TERTIARY EDUCATION AT CZECH PUBLIC AND PRIVATE UNIVERSITIES AS A RESULT OF SCHOOL MARKETING

THE RELEVANCE OF VIRTUAL SHOWROOMS FOR SANITARY RETAIL

THE CONSUMER BEHAVIOR OF YOUNG SLOVAK CONSUMERS (UNDER THE AGE OF 25) IN THE PRIVATE LABEL MARKET

BEFORE, DURING, AND AFTER: MARKETING AMID CORONAVIRUS CRISIS

ČEŠI A REKLAMA 2020

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